



Recommendation to Governance and Priorities Committee *Public*

REPORT NAME

2023 Quarter 4 Reporting, ending Dec. 31, 2023.

RECOMMENDATION

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

IMPLICATIONS

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

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

Amount of funding required: n/a

Funding source: n/a

BACKGROUND

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

The reporting includes:

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

ATTACHMENTS

- 2023 Quarter 4 Reporting



2023 Quarter 4 report

Dec. 31, 2023

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County Highlights

Corporate Plan

Departmental quarterly reports

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

Major and Capital Project Plans

Operating Reserve Schedule

Capital Reserve Schedule

Strategic and Operational Plan and Indicators

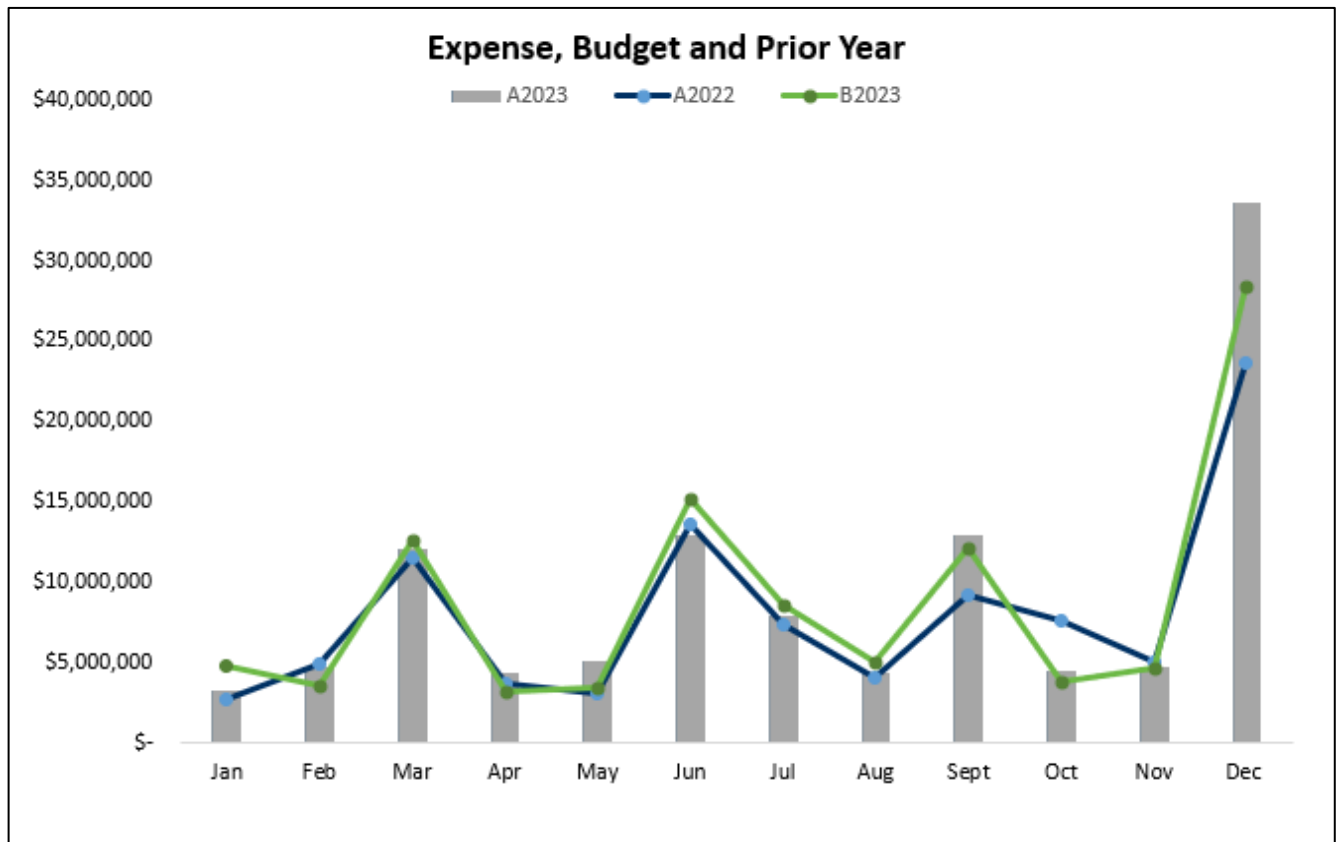
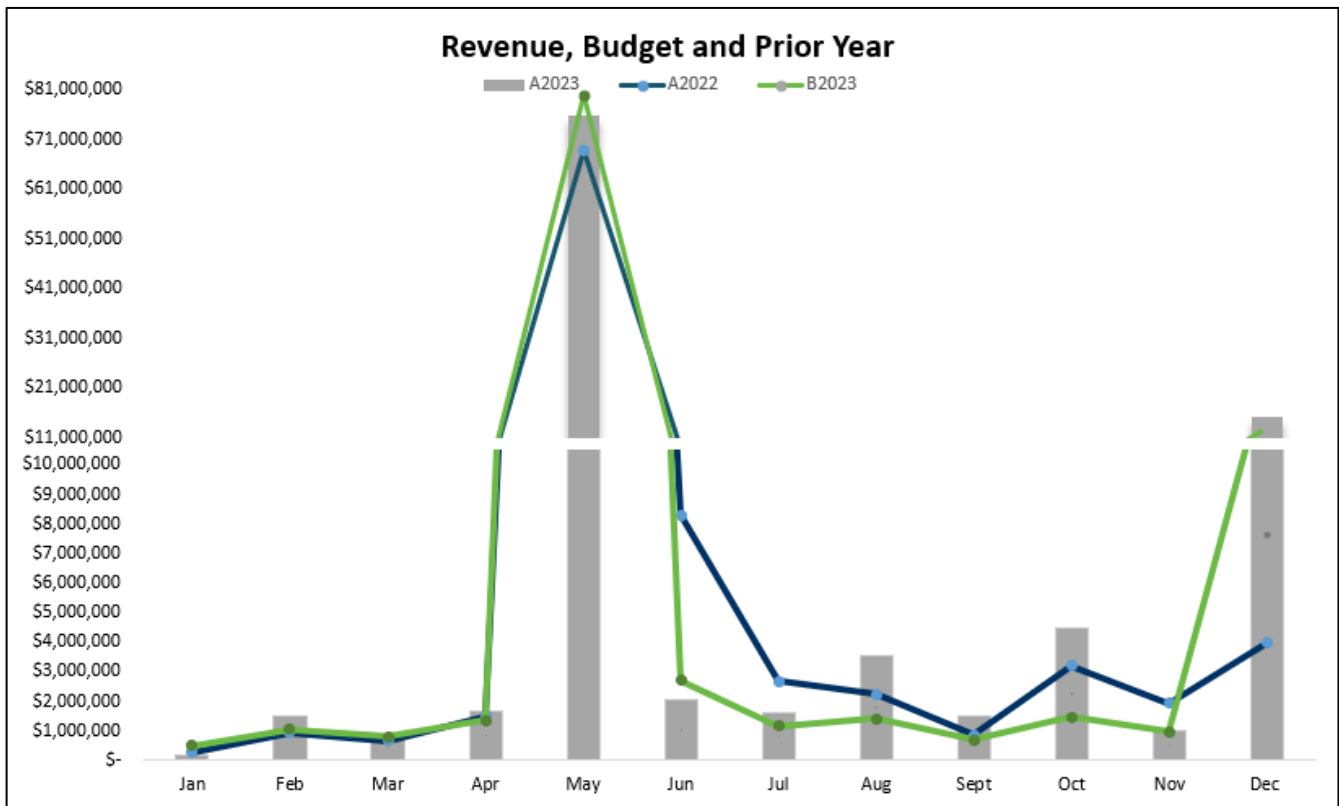
Indicator	Progress Description
	Action completed
	Action initiated
	Action not completed or initiated
	Action deferred or is no longer being worked on

Q4 Highlights

- 2024 Interim budget approved by Council on Nov. 28, which represents a 1.79 per cent tax increase over the 2023 final budget.
 - The interim operating budget, which covers day-to-day municipal operating expenses, is set at \$96.2 million, which includes \$26.9 million in provincial requisitions collected on behalf of the Government of Alberta and the Leduc Regional Housing Foundation.
 - The interim capital budget, which includes infrastructure costs for buildings, roads, bridges and equipment, is \$14.7 million.
- Maintained zero lost time incident reporting for the quarter completing a zero lost time year for 2023.
- Collected \$79,083,262 (96.99 per cent) of property taxes as of Dec. 31.
- Ongoing planning for the expansion of the full-time fire service in the Nisku Fire District:
 - Full-time 24-hour/365-day fire service started on Dec. 11, 2023.
 - Occupancy granted to the new Nisku District South Fire Station on Dec. 20, 2023.
- Intergovernmental relations:
 - Coordinated six government relations meetings and co-hosted a meeting with Edmonton Global on hydrogen opportunities.
 - Meetings held with three MLA constituency offices, and with two local MLAs and Council.
 - Prepared two advocacy letters to Arrow Utilities on utility rate and communication issues.
 - Provided support for the Mayor's presentation of Leduc County's Rural Municipalities of Alberta (RMA) resolutions on Quasi-Judicial Agencies and High Load Corridor Protection which were endorsed by RMA members at the RMA fall convention on Nov 8, 2023. On the two advocacy items of Quasi-Judicial Agencies and High Load Corridor Protection, the Government of Alberta made announcements that supported Leduc County's position on these issues in Q1 2024.
- Leduc County had the following public participation opportunities in Q4:
 - Newsletter Strategy survey (opened September 13 – closed October 20).
 - Three open houses for the Municipal Development Plan (MDP) Interim Review, and Land Use Bylaw (Nov. 20 in Rolly View, Nov. 21 in New Sarepta, Nov. 22 in Telfordville).
 - Central Nisku Local Area Redevelopment Plan (second public engagement – development scenarios held on Nov. 30)
 - Six public hearings held in Q4:
 - Land Use Bylaw amendment LA23-003 (Oct. 10),
 - Adopt Bylaw 19-23 Queen Elizabeth II Business Park Local Area Structure Plan (LASP) (Nov. 14),
 - Remove Municipal Reserve Designation (Dec. 12),
 - Adopt WAM Industrial Park LASP and repeal bylaws 40-07 and 04-16 (Dec. 12),
 - Adopt North West Saunders Lake LASP and repeal bylaw 27-16 (Dec. 12), and
 - Adopt Royal Cubera LASP and repeal bylaw 37-15 (Dec. 12).

- The updated WAM Industrial Park, Royal Cubera, North West Saunders Lake, and Queen Elizabeth II Business Park LASPs were approved by Council.
- Twenty new paid on-call recruits graduated to probationary firefighters Nov. 26, 2023.
- Bridges Fetal Alcohol Spectrum Disorder (FASD) program has supported 38 individuals and provided 329 in-home and community visits in Q4. In 2023, 1,229 one on one visits were provided to support stability and enhance quality of life for participants.
- Family Resource Networks (FRN) has provided 240 visits for 54 families in Q4. In 2023, 88 families received in-home support for a total of 1,043 visits.
- A youth resource directory was distributed to 985 junior and senior high school students in New Sarepta, Calmar, Thorsby and Warburg in Q4.
- Received 64 development permit applications (357 YTD) and issued 580 safety codes permits in Q4 (1,938 YTD).
- A total of 5,772 hot spot proactive patrols, 707 patrols on banned roads, 167 cargo securement traffic stops and 476 dedicated traffic operations were conducted in 2023.
- There were 98 unsightly property complaints investigated in 2023 and one file was carried over into 2024.
- Recreation, Arts and Cultural funding was provided to 33 community groups for events and programs in 2024.
- A Regional Community Association Workshop on grant writing and volunteer recruitment was held. Twenty-three people attended, representing 19 organizations from across Leduc County.
- Jubilee Park Campground received 2,076 total bookings, encompassing 7,748 nights camped.
- The comfort cabins at Jubilee Park Campground received 138 total bookings, a 27 per cent increase from 2022.
- Administration hosted or supported five workshops for Local Food and Sustainable Agriculture in Q4 with two additional workshops being postponed. 71 people attended the hosted workshops ranging from grant funding opportunities (36 attendees), providing technical support for Environmental Farm Plans (seven farm families) and showcasing opportunities to expand local food business within Leduc County (28 attendees). The two supported workshops had approximately 75 attendees.
- Township Road 510 road and bridge work is complete and open to traffic.
- Bridge maintenance projects completed.
- The Nisku west reservoir construction upgrade is substantially complete, awaiting the delivery of the transfer switch (due April 2024).
- The New Sarepta reservoir, pumphouse, and bulk water station upgrade design and tender preparation is complete.

Revenues and expenditures



Health and Safety

- Zero lost time reported for quarter 4, resulting in zero lost time incidents for the year.
- Five new health and safety administrative directives were approved and rolled out to staff.
- Had 93% completion rating for all leadership training assigned.

	Q4 Total	YTD
Number of hazards identified	11	15
Number of near misses	2	20
Number of incidents	9	39
Number of safety meetings conducted	7	22
Number of lost time days	0	0

Definitions

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

Real estate market activity

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

Division	VACANT LOT SALES				IMPROVED LOT SALES		
	Number of sales	Property type	Parcel size (acres)	Median value/acre	Number of sales	Property type	Median improved value
1	1	Residential parcel	1	\$120,000	6	Rural residential	\$740,000
	2	Farmland	50-80	\$6,350	2	New Sarepta	\$296,750
						1	Large rural parcel
2	3	Residential parcel	2-4	\$77,585	15	Rural residential/ multi-lot	\$775,000
	3	Farmland	30-65	\$9,870	1	Large rural parcel	\$1,750,000
3*	22	Residential lot	Lot	\$242,500	7	Rural residential/ multi-lot	\$790,000
	3	Farmland	75-100	\$6,923	1	Large rural parcel	\$650,000
4	2	Farmland	75-155	\$6,375	1	Rural residential	\$649,000
					2	Large rural parcel	\$1,582,500
5	1	Rural residential	10	\$23,050	4	Rural residential	\$337,500
					3	Large rural parcel	\$512,500
					1	Lake lot	\$826,000
6	2	Rural residential	9-10	\$12,800	3	Rural residential	\$210,000
	3	Farmland	160	\$2,440	5	Large rural parcel	\$452,500
	1	Lake lot	Lot	\$139,000	4	Lake lot	\$465,000
7	2	Farmland	80-120	\$112,855	6	Rural residential	\$286,000
					2	Large rural parcel	\$582,000
Nisku					4	Non-residential	\$6,000,000
Total sales	45				68		

* Division 3 does not include Nisku Business Park

2022 Q4 Vacant sales – 38

2022 Q4 Improved sales – 99

Nisku lease rates

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

Development highlights

Project	Update
Capital Power	Construction completed on many buildings; 4 permits remain.
RMA addition (offices and meeting spaces)	Insulation and vapour barrier installed.
Storage Vault Canada	Finishing work underway.
Liquids Transloading	Project is complete.
Pioneer Skies (arena)	Project is complete.
Plains West	Project is complete.
Capital Region SW Water Commission	Work is progressing, demolition not complete.
MTT Recycling	Project is complete.
Leading Manufacturing	Project is complete.
Nisku Fire Hall at EIA	Project is complete.
Vibrant Holdings	Project is nearing completion.
Zi-tech Controls	Walls are up and some roofing on.
MLS Property Group	Building is up and interior work started.
Jay Sidhu Transport	Foundation is complete.
One Properties (Amazon Warehouse)	Project is nearly complete.
York Realty (Amazon Logistics)	Work has not yet started.
One Properties (Ledcor Site)	Permit issued to construct base building 1.
Avatex EIA	Permit issued to construct Shell gas station & car wash.

Permits

Development permits	2022 Q4 Totals	2023 Q4 Totals	2023 YTD
Received	59	64	357
Issued	63	84	331
Refused	2	0	10
Closed/withdrawn	3	13	20

Building permits	2022 Q4 Totals	2023 Q4 Totals	2023 YTD	Fees YTD per cent of total annual budget (annual budget \$1,300,000)
Issued	54	77	324	
Est. construction value	\$52,643,357	\$62,488,229	\$167,910,715	
Fees	\$326,218	\$399,373	\$1,062,750	

Safety codes permits	2022 Q4 issued	2023 Q4 issued	2023 YTD issued	2022 Q4 Fees	2023 Q4 Fees	2023 YTD Fees	Fees YTD per cent of total annual budget (annual budget \$188,000)
Electrical	116	218	708	\$34,661	\$51,013	\$160,357	
Gas	210	175	521	\$23,640	\$20,388	\$55,520	
Plumbing	91	79	290	\$13,451	\$14,882	\$46,250	
Private sewage	30	31	95	\$4,562	\$4,734	\$14,496	
Total	447	503	1,614	\$76,314	\$91,017	\$276,623	

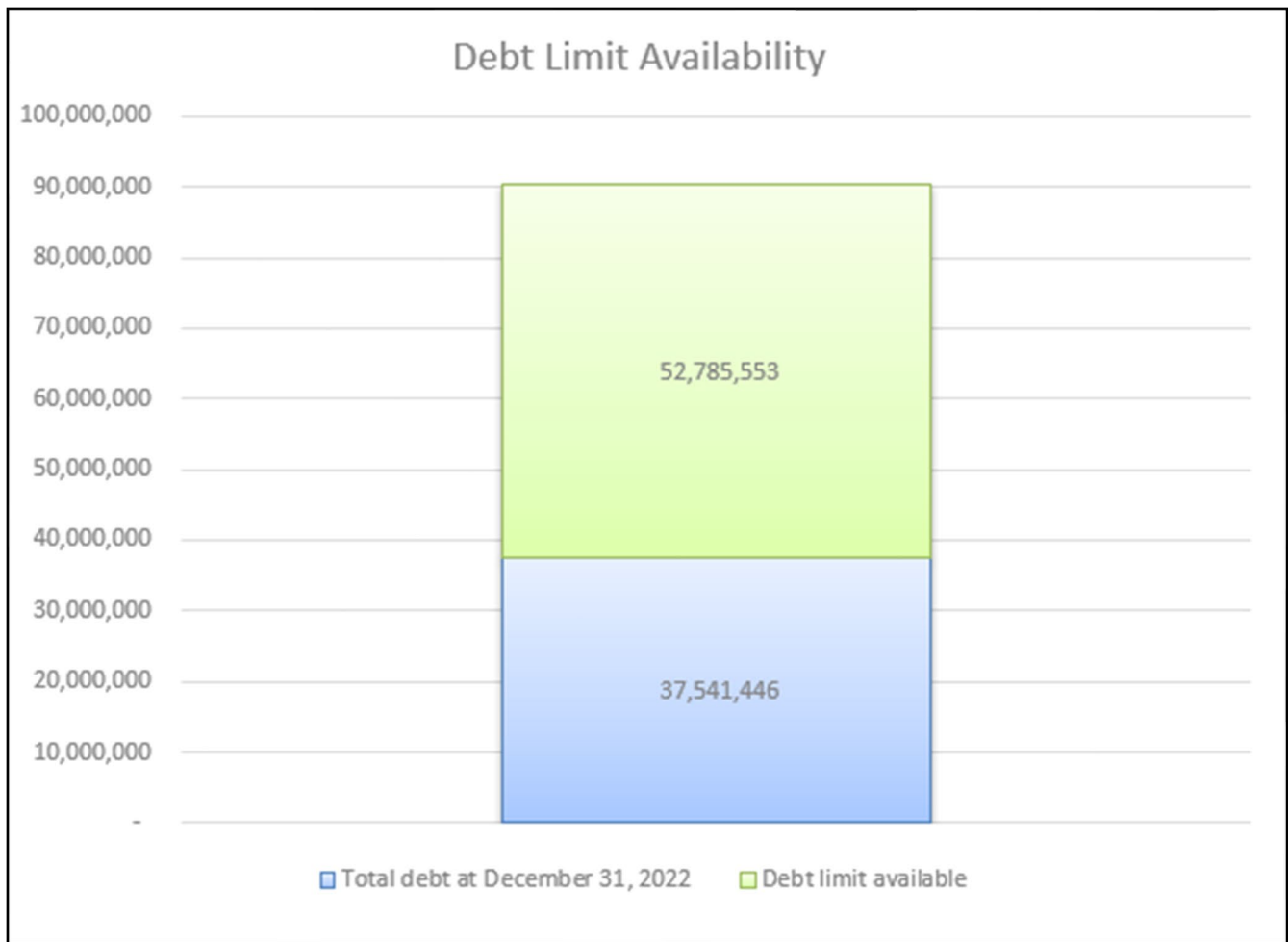
YTD (year to date)

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

	Q4 Total	YTD
Number of complaints received	0	0

Debt Services limit



2022 – 2025 Strategic Plan

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

2022-2023 high-priority strategies

Goal	High-priority strategy	Actions to date
Engaged community	Increase communication with residents to ensure they are well informed of our services.	<ul style="list-style-type: none"> The Leduc County Resident Guide was developed and approved in 2022. The guide is distributed to residents who are new to the County and is also available on our website. A public participation email newsletter was created and is sent out on a weekly basis to approximately 674 subscribers. The weekly emails share current public participation opportunities and define how the public can provide their input and participate. A citizen satisfaction survey was launched in May 2023 and results shared with the public in September. A public participation website, Your Say Leduc County, was launched in June 2023, with 233 subscribers now registered.

Safe County	Develop an urban standards bylaw to set County standards so residents understand what is and isn't allowed on their property.	<ul style="list-style-type: none"> In 2023, completed the first year of enforcing the new Urban Standards Bylaw to address the condition of vacant lots in Royal Oaks, Diamond Estates and New Sarepta. Of the 38 Municipal Government Act orders issued, only 15 vacant lots failed to comply by the due date. The clean-up of these properties was done, and the cost was invoiced to the landowners.
Recreational opportunities	Develop an updated Recreation and Parks Master Plan.	<ul style="list-style-type: none"> A project was initiated in 2022 to complete this work. Public participation was conducted from July 6 to Oct. 1, 2022, to gather feedback from residents and community stakeholders. The Recreation and Parks Master Plan was approved by Council in Q3 2023.
Engaged community	Further develop the community events strategy and work to honour local culture through community events and initiatives such as Leduc County day.	<ul style="list-style-type: none"> In 2023, Leduc County hosted 15 community events, with approximately 2,100 attendees, across the County. Events included ice cream socials, drive-in movies, seniors' concerts, a Rolly View Cultural Day, Party in the Parks, and Parks Day at Jubilee. A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 16, 2023. Programs and events in 2023 reached over 700 participants from direct services, including six-day camps, four special trips, five community events, and 28 drop-in park and play opportunities. Provided resources, equipment, and staff support to 18 community events that impacted approximately 5,300 participants. Two Leduc County Day events were held. One at the Rolly View Community Hall on June 14 and Glen Park Hall on June 22 and approximately 175 residents attended the events. The Family Resource Network partnered with Rundles Mission to host an Indigenous Peoples' Day event on June 21, 2023.

Deep Community Connections

Goal	Actions to date
Maintain a safe county.	<ul style="list-style-type: none"> In 2023, Enforcement Services conducted a total of 5,772 hot spot proactive patrols, 476 dedicated traffic stops, 707 patrols on banned roads and 167 cargo securement traffic stops. Leduc County advocated to the Government of Alberta's Minister of Transportation to complete safety assessments at the intersection of Highway 2A and Glen Park Road, as well as the intersection of Highway 795 and Glen Park Road. The request was approved in 2022, however, no further updates have been received at this time.
Work with community partners to meet the needs of County seniors.	<ul style="list-style-type: none"> A new senior's grant funding program was approved in the 2023 interim budget to encourage and support community initiatives for seniors that could include social programming, health and recreation activities and events that support

	<p>community connectivity. Applications were received from local organizations and grants in the amount of \$15,000 were approved for 2023.</p> <ul style="list-style-type: none"> • In 2023, a total of 44 households have accessed over 1,336 hours of subsidized housekeeping. This program supports individuals and families to continue to live in their homes in their senior years. • A senior assisted transportation pilot program was implemented in 2023.
Develop recreation opportunities within the County.	<ul style="list-style-type: none"> • A Recreation and Parks Master Plan project was initiated in 2022 to create a multi-year community vision for Leduc County. Plan was approved by Council in Q3 2023. • See actions identified under 2022-2023 high-priority strategies.
Promote the historic roots of Leduc County.	<ul style="list-style-type: none"> • A cultural day event was hosted in partnership with the Rolly View Community Association on Sept. 16, 2023. • In June 2023, Council approved grant funding for the Sunnybrook Athletic Association to support a 100-year anniversary celebration event.

A Robust Economy

Goal	Actions to date
Increase investment attraction.	<ul style="list-style-type: none"> • An Investment Strategy was approved by Council in April 2023.
Build economic resilience.	<ul style="list-style-type: none"> • The County received federal funding from Prairies Economic Development Canada (PrairiesCan) through the Canada Coal Transition Initiative to conduct a feasibility study on re-purposing the former Nisku Recreation Centre into a business retention and expansion facility. In 2022, work was done to repurpose the building and will be the County's platform and facility for nurturing new and diverse economic growth in the region. • Various business support initiatives were implemented in Q1 2023 such as: <ul style="list-style-type: none"> ○ Launched a new business focused website – www.leduccountybusiness.com. ○ Initiated new business support programs such as peer to peer mentorship and business visitation.
Enable increased economic growth and diversification with partners' assistance.	<ul style="list-style-type: none"> • In 2022, work was done to repurpose the Nisku Recreation Centre building into a Business and Entrepreneur Centre (BEC). The BEC will be the County's platform and facility for nurturing new and diverse economic growth in the region. <ul style="list-style-type: none"> ○ The BEC has held several business sessions and shopping events, including the Leduc County Business Summit and the facility's grand opening in March 2023. ○ Mother Sourdough (Chartier) Bakery and Alternate Route coffee bar started operating out of the BEC in 2023, and several weekly "pop-up" lunches are regularly held at the business centre. Other regional food producers have held events in the BEC and during the summer, monthly food truck events were held. ○ Monthly breakfast meetings are held at the BEC which brings together business ambassadors, mentors, and advocates to collaborate on solutions for present issues and opportunities in the region.

	<ul style="list-style-type: none"> ○ The BEC added a retail market space for regional producers to showcase their products within the business centre.
Explore methods of providing increased public transportation.	<ul style="list-style-type: none"> ● The Leduc County Transit Needs and Feasibility Assessment was presented to Council in Q2 2023. Recommendations from the report will be discussed with Leduc Transit for costing and will be presented as part of the 2025 budget process.
Capitalize on agriculture and local food production.	<ul style="list-style-type: none"> ● In 2022, prepared and hosted the Know Your Farmer, Know Your Food: Ag Tour. Two tours held: July 17 and Aug. 20. There were 402 total registrations for both events. ● Held two <i>Getting into Horticulture: Choosing Land</i> workshops in Q4 2022 with 100 registrants combined for both sessions. ● Held two <i>Getting into Horticulture</i>: one workshop for Perspectives in Planning and one for Managing Pests and Problems in Horticulture Crops in Q1 2023 with 165 registrants combined for both sessions. ● <i>A Taste of Leduc County event with a farm-to-table dinner</i> was held in Q3 2023, the event was sold-out with 61 participants. ● The CanadaGAP webinar series was cancelled for 2023 due to a lack of interest with our partnering municipalities. A shortened and revised two-part workshop on food safety and the CanadaGAP program is being planned for Q1 2024 with our partners. The intent is to use this revised workshop as a way to gauge interest in the full CanadaGAP series.
Create efficient transportation infrastructure that meets community needs.	<ul style="list-style-type: none"> ● Ongoing operating and capital investment in Leduc County's road network with a budget of \$25.8 million in 2022 and \$18.3 million in 2023. ● Transportation Master Plan is being finalized and will be finalized in 2024. ● The Township Road 510 road and bridge project was completed in 2023, with the pathway and landscaping to be completed in 2024.
Establish an effective transportation network to further advance economic development in Leduc County.	<ul style="list-style-type: none"> ● Completed work on the phase of the Nisku Spine Road between Township Road 510 south to Highway 625 with ribbon cutting ceremony and road opening on Oct. 28, 2022. This phase opens up more than 1,250 acres of currently vacant lands for development, which has the potential to create between 14,000 to 29,000 jobs and generate \$1.2 to \$2.3 billion in employment income. ● The design project for the next phase of connectivity for the Nisku Spine Road (Allard Avenue to 65 Avenue) is underway, being conducted jointly with the City of Leduc.

Strong Leadership

Goal	Actions to date
Create an engaged community.	<ul style="list-style-type: none"> ● Ongoing organizational commitment to examine the opportunity/need for public participation for all County projects/initiatives. ● In 2023, 15 public hearings and 8 public participation campaigns were conducted.
Demonstrate leadership in regional initiatives and organizations.	<ul style="list-style-type: none"> ● Active member on the Edmonton Metropolitan Region Board (EMRB), and through this involvement contributed to the review of the Edmonton Metropolitan Region Growth Plan which is scheduled to be completed in Q4 2024. ● Participation in the EMRB solid waste and stormwater collaboratives.

	<ul style="list-style-type: none"> • In conjunction with the City of Leduc, represent Leduc Transit on the regional transit working group. • Council developed a draft advocacy plan in 2022 and the organization has made significant strides in advancing the County's priorities and building intergovernmental relations in 2023. • Worked with local municipalities to develop a sub-regional emergency management agreement. • Ongoing collaboration with our regional municipal neighbours on Intermunicipal Collaboration Frameworks, Intermunicipal Development Plans, intermunicipal cost share and service agreements.
<p>Promote environmental, social and governance (ESG) principles.</p>	<ul style="list-style-type: none"> • Three workshops held with Council in 2023 to develop Leduc County's ESG strategy. Strategy adoption is anticipated for Q1 2024.





1: County Manager's Office

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Corporate leadership

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

Communications

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



Intergovernmental relations

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

2: Strategic and corporate priorities

Strategic priority – All County Manager’s Office will create an environment that supports department initiatives that move Council’s strategic priorities forward.	
Goal 1	Strategic priority – A robust economy Build intergovernmental relations capacity in the organization to advance Leduc County priorities and enable increased economic growth and diversification with partners’ assistance.
Goal 2	Strategic priority – Strong leadership Create an engaged community.
Goal 3	Strategic priority – Strong leadership Demonstrate leadership in regional initiatives and organizations.
Goal 4	Strategic priority – Strong leadership Promote environmental, social and governance principles.
Goal 5	Strategic priority – A robust economy Build economic resilience.
Corporate leadership County Manager’s Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
Goal 6	Corporate priority Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

3: Department highlights

- Incorporated feedback received from the 2023 Citizen satisfaction survey into 2024 operational action items in all department’s 2024 operational plans.
- 2024 Interim budget approved by Council on November 28.
- Ongoing planning for the expansion of the full-time fire service in the Nisku Fire District. Granted occupancy to new fire station in December.
- *Your Say Leduc County* - Leduc County’s new public participation website launched in Q2 and there are currently 233 subscribers (up from 227 in Q3) and a total of 888 visits.
- Intergovernmental relations:
 - Provided ten sets of speaking notes and four briefing packages to Council.
 - Coordinated six government relations meetings and co-hosted a meeting with Edmonton Global on hydrogen opportunities.
 - Meetings held with three MLA constituency offices, and with two local MLAs and Council.

- Coordinated a meeting between Leduc County Council and Black Gold School Division meeting on Oct. 4, 2023.
- Prepared two advocacy letters to Arrow Utilities on utility rate and communication issues.
- Provided support for the Mayor’s presentation of Leduc County’s Rural Municipalities of Alberta (RMA) resolutions on Quasi-Judicial Agencies and High Load Corridor Protection which were endorsed by RMA members at the RMA fall convention on Nov 8, 2023. On the two advocacy items of Quasi-Judicial Agencies and High Load Corridor Protection, the Government of Alberta made announcements that supported Leduc County’s position on these issues in Q1 2024.
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 - Central Nisku Local Area Redevelopment Plan (second public engagement – development scenarios held on Nov. 30)
 - There were six public hearings in Q4:
 - Land Use Bylaw amendment LA23-003 (Oct. 10),
 - Adopt Bylaw 19-23 Queen Elizabeth II Business Park Local Area Structure Plan (Nov. 14),
 - Remove Municipal Reserve Designation (Dec. 12),
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 - Adopt Northwest Saunders Lake Local ASP and repeal bylaw 27-16 (Dec. 12), and
 - Adopt Royal Cubera LASP and repeal bylaw 37-15 (Dec. 12).
- One workshop held with Council in Q4 to develop Leduc County’s Environmental Social Governance Strategy.

4: Action plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Realign organizational structure to build internal capacity to fulfill this work.	Q1 2023		Recruit for intergovernmental positions. <ul style="list-style-type: none"> ● Conducted recruitment for the new manager position and the position was filled in March. ● Intergovernmental coordinator position was filled in Q2.
Enhance advocacy strategy.	Q1 2023		Communicate advocacy plan and actions to date to the public via the website. <ul style="list-style-type: none"> ● Work initiated to evaluate and adjust advocacy tactics as needed.

			<ul style="list-style-type: none"> • Advocacy plan status update was provided at the September Governance and Priorities meeting. • The advocacy plan was reviewed and approved by Council in Q4.
	Ongoing		<p>Further develop and refine tactics to support advocacy strategy and adjust as needed to address emerging issues/realities.</p> <ul style="list-style-type: none"> • This work is ongoing, and the intergovernmental work group is developing briefs for Council as needed. • Updates are provided monthly at the Governance and Priorities meeting.

Goal 2

Create an engaged community.

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Conduct citizen satisfaction survey.	Q2 2023		<p>Complete survey.</p> <ul style="list-style-type: none"> • Survey was delivered in Q2 with 512 residents participating.
	Q3 2023		<p>Communicate results of the survey to staff and the public.</p> <ul style="list-style-type: none"> • Results were shared Sept. 12.
	Q3 2023		<p>Utilize information learned from the survey to inform 2024 operational priorities and plans.</p> <ul style="list-style-type: none"> • 2024 operational plan template updated to include a specific goal to increase citizen satisfaction with municipal services in response to the feedback received in the 2023 survey.

Strategy 2.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Update Council's 2022 – 2025 strategic plan to revise high priority strategies.	Q3 2023		Workshop held with Council to discuss their high priority strategies for 2023-2024. <ul style="list-style-type: none"> • First workshop held with Council on June 22. • Second workshop held on July 11.
	Q4 2023		Amend the strategic plan. <ul style="list-style-type: none"> • Revised strategic plan approved by Council on Aug. 22.
	Q4 2023		Rollout the revised strategic plan to citizens, businesses, and stakeholders. <ul style="list-style-type: none"> • New strategic plan posted on the website Sept. 13. • Shared in the County Chronicle on Sept. 15. • Printed copies were made available in Q4.

Strategy 2.3

Continue to enhance communication practices to support an engaged community.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Evaluate current practices and opportunities for new newsletter creation.	Q3 2023		Conduct research on current practices and opportunities. <ul style="list-style-type: none"> • Research completed on current practices and opportunities.
	Q4 2023		Complete the newsletter strategy. <ul style="list-style-type: none"> • The newsletter strategy was deferred to the Jan. 9, 2024, Council Workshop.
Implement new public participation tools to enhance engagement and the participant's experience.	Q2 2023		Implement public participation software. <ul style="list-style-type: none"> • New public participation website "Your Say Leduc County" went live in Q2 and a promotional campaign was initiated.

			<ul style="list-style-type: none"> Currently 233 subscribers (up from 227 in Q3) and a total of 888 visits.
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Goal 3

Demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

Work with regional partners on regional initiatives.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Negotiate with the Village of Warburg in relation to the provision of fire services in the Warburg Fire District.	Q1 2023		A new agreement is in place. <ul style="list-style-type: none"> An agreement was signed Oct. 11.
Continued support to the Edmonton International Airport (EIA) through the Air Services Opportunity fund.	Q4 2023		Report to Council on advancements made to secure direct flights from EIA through the Air Services Opportunity fund multi-year initiative. <ul style="list-style-type: none"> Presentation to Governance and Priorities Committee by Edmonton Global on Sept. 5.

Goal 4

Promote environmental, social and governance principles.

Strategy 4.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Support the development of an ESG strategy.	Q4 2023		Three workshops held with Council to discuss the three ESG pillars and the County's ESG priorities. <ul style="list-style-type: none"> Workshops held on Aug. 22 and Sept. 26 and Nov. 14.
Draft ESG strategy.	Q1 2024		Workshop held with Council to review draft ESG strategy. <ul style="list-style-type: none"> Workshop scheduled for Feb. 13, 2024, to present a draft strategy.

Goal 5

Build economic resilience.

Strategy 5.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Measure changes to the non-residential assessment base value.	Q2 2023		Report to Council on changes to non-residential base value. <ul style="list-style-type: none"> Increase of 8.56 per cent (361,384,340) in non-residential assessment discussed at Council workshop on Mar. 28.

Strategy 5.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Coordinate annual review of off-site levy bylaw.	Q4 2023		Revised bylaw approved by Council. <ul style="list-style-type: none"> An administrative working group has been formed to complete this work and meetings have been held to discuss the update. A workshop is scheduled with Council on Feb. 27, 2024, to discuss a 2024 update to the bylaw.

Goal 6

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

Strategy 6.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Create action plan based on employee satisfaction survey completed in Q1 2023.	Q2 2023		Action plan created. <ul style="list-style-type: none"> Action plan shared with staff on May 5.
	Q4 2023		2023 actions completed. <ul style="list-style-type: none"> Ongoing work being done to complete the identified actions.

			<ul style="list-style-type: none"> An update on the work that was done in 2023 was provided to staff on Jan. 22, 2024.
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Strategy 6.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Create professional development plans for all staff.	Q2 2023		Template created. <ul style="list-style-type: none"> A template was created and will be rolled out to staff in 2024 as part of the 2024 performance evaluation process.
	Q4 2023		Plans created for all full-time staff. <ul style="list-style-type: none"> Rolled out as an optional plan for staff to complete in 2024.

Strategy 6.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
County Manager’s Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2023		Ten activities attended per year. <ul style="list-style-type: none"> Ongoing attendance by a member of the Executive Leadership Team at the monthly Joint Health and Safety Committee meetings.



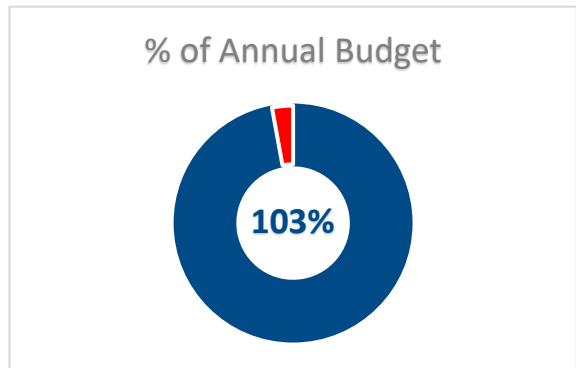
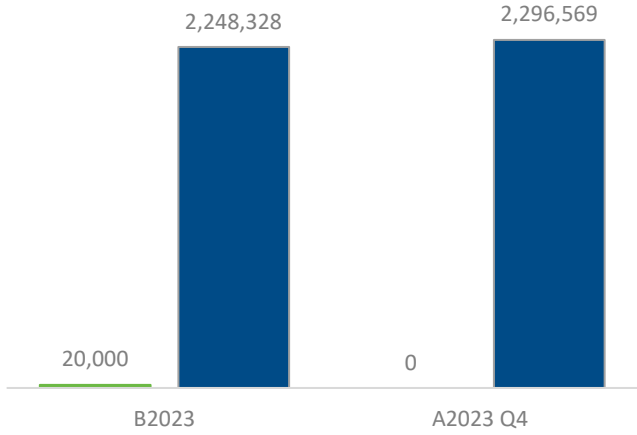
County Manager's Office

Q4 - 2023 Financial Reporting

Department Head - Duane Coleman

■ REVENUE ■ EXPENSE

% of Budget



Variance YTD
\$68,140

Corporate leadership

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	-	101	101	0%
Total Revenue	-	101	101	0%
<i>Earnings & benefits</i>	1,589,359	1,555,276	(34,083)	98%
<i>General services-contracted</i>	412,741	522,876	110,135	127%
<i>Goods, supplies & materials purchased</i>	3,900	7,643	3,743	196%
Total Expense	2,006,000	2,085,795	79,795	104%
Surplus/(Deficit)	(2,006,000)	(2,085,694)	(79,694)	104%

Variance

Earnings & benefits

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

General services - contracted

- Legal expenses were more than anticipated.

County Manager's Office

Q4 - 2023 Financial Reporting

Communications

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other transactions</i>	20,000	-	(20,000)	0%
Total Revenue	20,000	-	(20,000)	0%
<i>General services-contracted</i>	201,328	172,834	(28,494)	86%
<i>Goods, supplies & materials purchased</i>	41,000	37,940	(3,060)	93%
Total Expense	242,328	210,774	(31,554)	87%
Surplus/(Deficit)	(222,328)	(210,774)	11,554	95%

Variance

Other transactions

- The economic development video project was not completed in 2023. Therefore a transfer from reserves was not required.

General services - contracted

- The economic development video project was not completed in 2023.



1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Assessment

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

2: Strategic priorities

Goal 1	Strategic priority – Deep community connections Utilize county-owned land inventory list and land management strategy to support parks and recreation initiatives.
Goal 2	Strategic priority – A robust economy Provide consistent and stable assessments that facilitate an economic development-friendly environment.
Goal 3	Strategic priority – Strong leadership Collaborate with other assessment jurisdictions within and outside of our region. Support and learn from assessment colleagues in order to maintain consistency, fairness and equity.

3: Department goals

Goal 4	Review the land management portfolio and policies and develop a formal management framework.
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4: Department highlights

- 2023 tax year – 32 official appeals were received and all appeals were settled without a hearing.
- Request for Information (RFI) forms were mailed to the general inspection areas and the department has received a 65 per cent return rate, which is considered a good response. The department completed all required 2023 inspections and will finalize the assessment roll in January and February 2024.

5: Action plan

Goal 1

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

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Consider the liquidation of under-utilized county-owned property to fund new initiatives.	Q3 2023		Bring a list of inventory properties to Council for consideration to sell. <ul style="list-style-type: none"> • Report to Council on March 14, to remove reserve designation for a single property for the purpose of property sale. This property was brought forward due to a request for Council to consider the sale of the property. The reserve designation has been removed and the property was advertised for sale. To date no acceptable offer has been made. • A draft land management strategy report was presented on Sept. 26, Council workshop and the land management strategy was approved by Council on Oct. 24. • A list of inventory properties will be presented to Council in Q2 2024.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Engage with Council, internal departments and ratepayers to increase	Q4 2023		Provide annual Council assessment workshop to inform and update Council

<p>knowledge of assessment/tax impacts and market trends and pressures.</p>			<p>on assessment, provincial policies, and market trends within Leduc County.</p> <ul style="list-style-type: none"> • Reported at Council workshop on March 28, to provide update on the 2022 assessment year values. • Addressed ratepayer and tax agent assessment questions and concerns for the 2023 tax year. The assessment appeal deadline was July 18. • Thirty-two assessment appeals were resolved without a hearing. Sixteen were withdrawn with no changes and 16 appeals were granted with revisions which resulted in a reduction of six million in assessment value versus the requested value of 57.4 million.
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Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
<p>The Manager of Assessment Services will be the President of the Alberta Assessors Association (AAA).</p>	<p>2023</p>		<p>Lead the AAA and collaborate with association stakeholders and partners to advocate for and strengthen the practice of assessment in Alberta.</p> <ul style="list-style-type: none"> • Participated in a national assessment panel at the Institute of Municipal Assessors Conference in Kingston, Ontario and provided an Alberta jurisdictional update. • Participated in the Canadian Property Tax Association Conference in Moncton, New Brunswick and provided an Alberta jurisdictional update.

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Review land management processes, land agreements, fee structures and associated documents.	Q4 2023		Revised and/or new land management policies approved by Council. <ul style="list-style-type: none">Undeveloped road closure implications discussion was held Oct. 10. Further workshops are scheduled for Q1 2024.

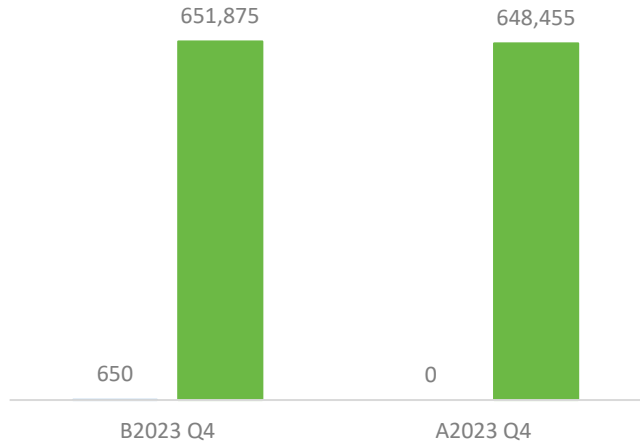
Assessment Services

Q4 - 2023 Financial Reporting

Department Head - Karen Burnand

■ REVENUE
■ EXPENSE

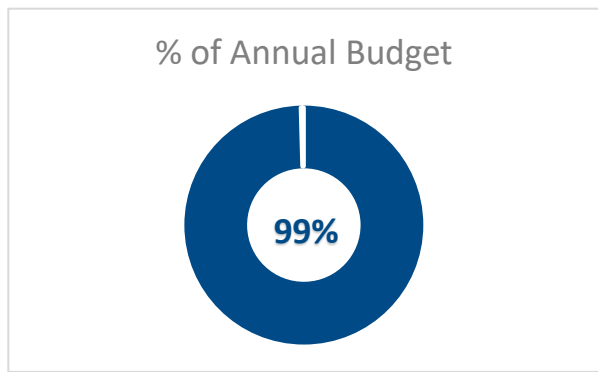
% of Budget



Assessment



Variance YTD
(\$2,770)



Assessment

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	650	-	(650)	0%
Total Revenue	650	-	(650)	0%
<i>Earnings & benefits</i>	595,545	610,299	14,754	102%
<i>General services-contracted</i>	51,433	35,702	(15,731)	69%
<i>Goods, supplies & materials purchased</i>	4,897	2,454	(2,443)	50%
Total Expense	651,875	648,455	(3,420)	99%
Surplus/(Deficit)	(651,225)	(648,455)	2,770	100%

Variance

No significant variances.



Corporate Services

2023 Quarter 4 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.



Geographic Information Systems (GIS)

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

Health, safety and wellness

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

Human resources

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

Information technology (IT)

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

Information management

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

2: Department goals

Goal 1	Utilize best practice in corporate governance to maintain the organization’s assets.
Goal 2	Support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.
Goal 3	Support staff through the employee lifecycle by providing appropriate human resources governance.
Goal 4	Increase awareness of health and safety expectations with all stakeholders and ensure best practice procedures and practices are in place to enable a safe and healthy work environment.

3: Department highlights

- Maintained zero lost time incident reporting for the quarter completing a zero lost time year for 2023.
- Purchased IT related equipment for the new firehall.
- Completed onboarding and recruitment activities related to new full-time fire staff and Warburg fire staff.
- Developed and deployed a GIS application for winter gravel hauling.
- Developed and deployed a GIS application for water meter inventorying.
- Supported Enforcement Services transition to a new enforcement system for e-ticketing and vehicle tracking.
- Agricultural Services fully onboarded into the enterprise content management system (Laserfiche).
- Held leadership training session for the Working Mind by the Mental Health Commission of Canada.
- IT-01 Information Management and Technology policy updated and approved through Council.
- HR-01 Human Resources policy updated and approved through Council.
- HS-01 Health and Safety policy updated and approved through Council.
- Supported staff with 658 help desk requests for IT and GIS for the quarter.

4: Action plan

Goal 1

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

Strategy 1.1

Support the asset management lifecycle for facilities and fleet.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete condition assessments for medium-sized facilities as per the condition assessment framework.	Q3 2023		Condition assessments for each of the 16 medium classified facilities completed. <ul style="list-style-type: none"> • Condition assessment field work complete with template population in progress.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete telephony review and replacement.	Q1 2023		Recommendations for desktop and mobile phones have been completed.
	Q4 2023		Transition to new phone platform completed. <ul style="list-style-type: none"> System transition in progress. Completion by end of Q1, 2024 on a department-by-department plan. Two departments transitioned by end of 2023.
Complete enterprise content management (ECM) onboarding and OnBase data migration.	Q3 2023		All department's onboarding and migration of OnBase data is completed. <ul style="list-style-type: none"> Completed onboarding and migration of Agricultural Services department. Full County file share migration to be completed in 2024.
Complete replacement of permitting application and customer service database.	Q2 2023		Implementation of new permitting system completed. <ul style="list-style-type: none"> GIS integrations completed. Financial system integrations in progress for completion in Q2, 2024. Full implementation rollout scheduled for Q2, 2024.
	Q4 2023		Implementation of new customer/citizen management system completed. <ul style="list-style-type: none"> System implementation has been deferred.

Goal 3

Support staff through the employee lifecycle by providing appropriate human resources governance.

Strategy 3.1

Update the human resources administrative directives.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
	Q3 2023		Updated manual completed.

Complete review and update of the human resources administrative directive manual.			<ul style="list-style-type: none"> Human resources administrative directive manual update is in progress with six administrative directives drafted in 2023.
	Q4 2023		Manual is rolled out to all staff. <ul style="list-style-type: none"> Identified high priority administrative directives completed with remainder to be completed in 2024.

Goal 4

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

Strategy 4.1

Implement a health and safety action plan.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete a Health and Safety action plan based on findings from 2022 Certification of Recognition (COR) health and safety audit.	Q1 2023		Health and safety action plan is completed. <ul style="list-style-type: none"> Action plan has been completed.
	Q4 2023		Health and safety activities identified in the action plan are completed. <ul style="list-style-type: none"> Activities identified in the action plan have been completed.

Strategy 4.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Install, configure, and roll out a safety management system.	Q2 2023		Complete pilot of safety management system with one department. <ul style="list-style-type: none"> Pilot of safety management system has been completed.
	Q4 2023		Complete implementation for all departments. <ul style="list-style-type: none"> Any staff member requiring access to the safety management system was provided access by year end.

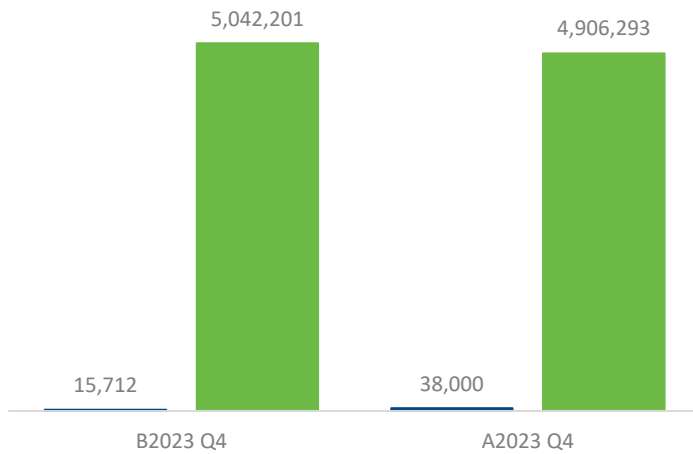
Corporate Services

Q4 - 2023 Financial Reporting

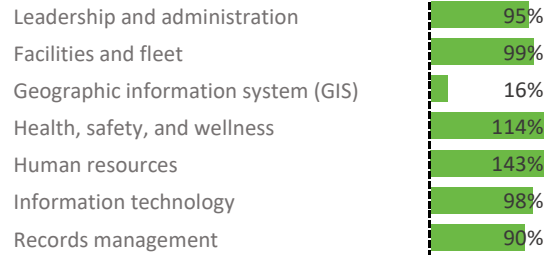
Department Head - Kent Pudlowski

■ REVENUE
■ EXPENSE

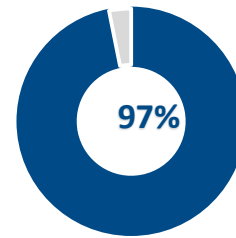
% of Budget



Variance YTD
(\$158,196)



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	1,800	3,147	1,347	175%
<i>Other revenue from own sources</i>	1,000	6,902	5,902	690%
Total Revenue	2,800	10,049	7,249	359%
<i>Earnings & benefits</i>	2,903,022	2,783,906	(119,116)	96%
<i>General services-contracted</i>	364,241	305,907	(58,334)	84%
<i>Goods, supplies & materials purchased</i>	3,440	5,403	1,963	157%
<i>Reserves, transfers & grants</i>	-	9,800	9,800	0%
Total Expense	3,270,703	3,105,015	(165,688)	95%
Surplus/(Deficit)	(3,267,903)	(3,094,966)	172,937	95%

Variations

Earnings & benefits

- Earnings and benefits were less than anticipated.
- Wellness account benefits for County staff were not fully utilized.

General services-contracted

- Insurance premiums were less than anticipated.
- Supplemental benefit costs were less than anticipated.

Corporate Services

Q4 - 2023 Financial Reporting

Facilities and fleet

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	2,400	2,400	-	100%
<i>Other revenue from own sources</i>	10,512	25,486	14,974	242%
Total Revenue	12,912	27,886	14,974	216%
<i>General services-contracted</i>	257,975	307,131	49,156	119%
<i>Goods, supplies & materials purchased</i>	226,794	206,096	(20,698)	91%
<i>Reserves, transfers & grants</i>	72,900	46,774	(26,126)	64%
<i>Financial service charges</i>	333,691	333,396	(295)	100%
Total Expense	891,360	893,398	2,038	100%
Surplus/(Deficit)	(878,448)	(865,512)	12,936	99%

Variations

General services-contracted

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

Goods, supplies & materials purchased

- Utility costs were less than anticipated.

Reserves, transfers & grants

- Transfer to reserves for the Nisku business sign was less than anticipated.

Geographic information system (GIS)

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	-	65	65	0%
Total Revenue	-	65	65	0%
<i>General services-contracted</i>	11,500	1,720	(9,780)	15%
<i>Purchases from other Governments & Agencies</i>	-	194	194	0%
Total Expense	11,500	1,914	(9,586)	17%
Surplus/(Deficit)	(11,500)	(1,849)	9,651	16%

Variations

No significant variations.

Corporate Services

Q4 - 2023 Financial Reporting

Health, safety, and wellness

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
General services-contracted	79,316	87,385	8,069	110%
Goods, supplies & materials purchased	5,070	8,426	3,356	166%
Total Expense	84,386	95,811	11,425	114%
Surplus/(Deficit)	(84,386)	(95,811)	(11,425)	114%

Variations

No significant variances.

Human resources

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
General services-contracted	71,134	117,036	45,902	165%
Goods, supplies & materials purchased	29,025	26,276	(2,749)	91%
Total Expense	100,159	143,313	43,154	143%
Surplus/(Deficit)	(100,159)	(143,313)	(43,154)	143%

Variations

General services-contracted

- Contracted human resources expenses were more than anticipated.

Information technology

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
General services-contracted	549,578	542,667	(6,911)	99%
Goods, supplies & materials purchased	121,900	112,775	(9,125)	93%
Total Expense	671,478	655,443	(16,035)	98%
Surplus/(Deficit)	(671,478)	(655,443)	16,035	98%

Variations

No significant variances.

Corporate Services

Q4 - 2023 Financial Reporting

Records management

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	6,615	5,975	(640)	90%
<i>Goods, supplies & materials purchased</i>	6,000	5,426	(574)	90%
Total Expense	12,615	11,400	(1,215)	90%
Surplus/(Deficit)	(12,615)	(11,400)	1,215	90%

Variations

No significant variations.



Finance

2023 Quarter 4 report



1: Department services

1.1: Our mission

The Finance department manages public funds by leading the organization through financially sound, accountable and transparent processes.

1.2: Service areas

Financial services

- Adheres to regulatory compliance and oversees internal controls to safeguard assets and mitigate risks to the organization.
- Leads financial reporting, investment management and budgeting processes to ensure fiscal responsibility that aids in the achievement of strategic objectives and allows for long-term stability.
- Ensures responsive policies that align with Council’s strategic priorities.
- Endeavors to deliver accurate, reliable, and timely information with respect and integrity to all residents and stakeholders.
- Coordinates the development, preparation, distribution, maintenance, and reporting of operating and capital budgets as well as grant submissions.
- Oversees cash handling and processing operations for taxation, accounts payable, accounts receivable, utilities and debt collection.
- Provides support to departments within the organization to enhance reporting, decision-making and service delivery.
- Provides transparent customer service with compassion, respect and accountability that is fair and equitable.
- Provides accurate and timely compensation in a confidential manner while supporting the organization through education and awareness.

Administrative services

- Oversight of centralized purchasing process relating to corporate stationery, postage, coffee services and external audit services.

2: Strategic priorities

Strategic priority – All

Finance partners with the rest of the organization to provide support, develop policies, seek efficiencies, and determine adequate resources for long-term sustainability and ensures fiscal responsibility to residents and stakeholders while achieving Council’s strategic goals.

Goal 1

- Strong Leadership.
- Promote environmental, social and governance principles.



3: Department goals

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

4: Department highlights

- Council approved the interim 2024 budget.
- Implemented changes to hourly pay frequency.
- Researched and worked with departments to meet the new Asset Retirement Obligation accounting standard.
- Collected \$79,083,262 (96.99 per cent) of property taxes as of Dec. 31.
- Continued work on the Disaster Recovery Program grant application in conjunction with Fire Services.
- Council approved the Uncollectible Receivables and Debt Management policies.

5: Action plan

Goal 1

Promote environmental, social and governance principles.

Strategy 1.1

Increase service levels by expanding services offered to customers.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Implement the Clean Energy Improvement Program to advance Leduc County's Environmental Social Governance (ESG) strategy.	Q4 2023		Implementation of a Clean Energy Improvement Program. <ul style="list-style-type: none"> • Conversations with Alberta Municipalities, who is the designated program administrator for the Clean Energy Improvement Program, took place in Q4. • Feasibility of the program will be determined in 2024.

Goal 2

Enhance long-term financial and organizational sustainability.

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Continue to enhance the long-range capital plan by incorporating asset management principles.	Q4 2023		Integration of asset management plan principles into decision-making processes to inform the budget. <ul style="list-style-type: none"> Information from the State of Infrastructure report was analyzed as part of the long-range financial plan. Data collected during the fleet condition assessments has been utilized to establish the 2024 fleet replacement budget.
Review Leduc County's sustainability ratios.	Q3 2023		Ratios are evaluated and understood. <ul style="list-style-type: none"> A workshop was completed in Q3.
Review the Debt Management policy.	Q4 2023		Policy approved by Council. <ul style="list-style-type: none"> Policy was approved by Council in Q4.

Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Review the Procurement policy.	Q4 2023		Policy approved by Council if changes are required. <ul style="list-style-type: none"> Procurement coordinator hired in Q4 and policy review being completed. The policy will be brought forward to the Municipal Policy Review Committee in Q2 of 2024.
Evaluate the current state of procurement within the organization and identify areas of efficiency.	Q4 2023		Multi-year plan to implement efficiencies throughout the County. <ul style="list-style-type: none"> Current status of procurement has been evaluated and areas of improvement identified for further discussions in 2024.

Review the current merchant services agreement.	Q4 2023		Findings from the review will inform a request for proposal in 2024. <ul style="list-style-type: none"> A financial review of the current merchant services agreement was completed and will inform the procurement in 2024.
In collaboration with Corporate Services, review the current insurance coverage and complete a financial analysis.	Q4 2023		Analysis completed and utilized to inform the insurance request for proposal in 2024. <ul style="list-style-type: none"> The analysis was completed and discussed with Corporate Services.

Strategy 3.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Support implementation of point-of-sale systems in other departments, where warranted.	Q4 2023		Additional point of sale terminals added. <ul style="list-style-type: none"> Point of sale terminals have been installed for use in Road Operations and Agricultural Services departments.

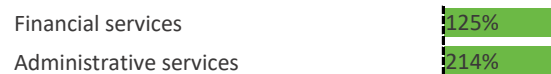
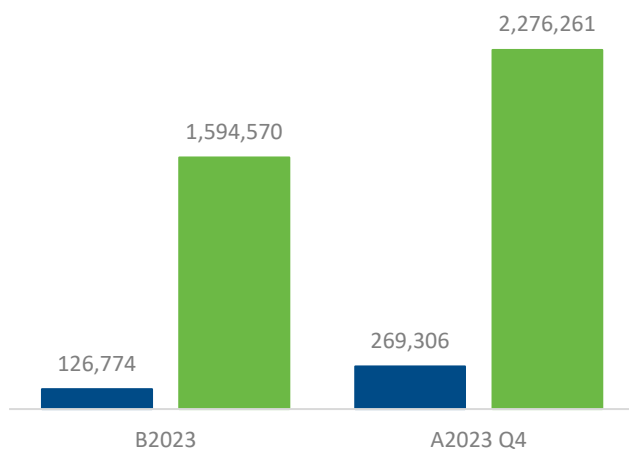
Finance

Q4 - 2023 Financial Reporting

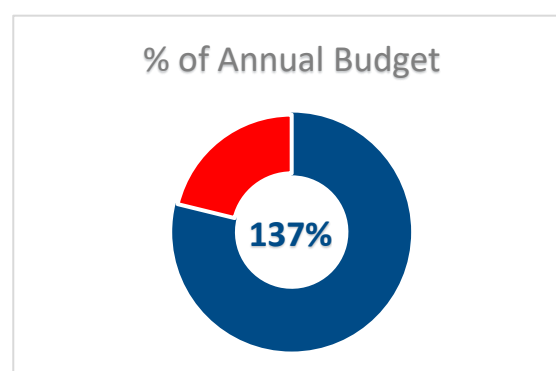
Department Head - Natasha Wice

■ REVENUE ■ EXPENSE

% of Budget



Variance YTD
\$539,159



Financial services

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governmer.</i>	21,070	21,071	1	100%
<i>Sales of goods & services to individuals</i>	44,650	38,789	(5,861)	87%
<i>Other revenue from own sources</i>	50,012	197,989	147,977	396%
<i>Other transactions</i>	9,342	9,372	30	100%
Total Revenue	125,074	267,221	142,147	214%
<i>Earnings & benefits</i>	1,253,937	1,173,957	(79,980)	94%
<i>General services-contracted</i>	144,798	159,744	14,946	110%
<i>Goods, supplies & materials purchased</i>	2,277	579	(1,698)	25%
<i>Reserves, transfers & grants</i>	-	530,000	530,000	0%
Total Expense	1,401,012	1,864,280	463,268	133%
Surplus/(Deficit)	(1,275,938)	(1,597,059)	(321,121)	125%

Finance

Q4 - 2023 Financial Reporting

Variances

Other revenue from own sources

- Municipal reserve land lease revenue was higher than anticipated.
- Sale of a road allowances was unbudgeted.

Earnings & benefits

- One vacant position in Q2 and Q3; one vacant position in Q3 and Q4.

Reserves, transfers & grants

- More than anticipated transfers to reserve due to a transfer to the legacy fund reserve from the 2019 City of Edmonton annexation.

Administrative services

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	1,700	2,085	385	123%
<i>Total Revenue</i>	1,700	2,085	385	123%
<i>General services-contracted</i>	115,858	96,462	(19,396)	83%
<i>Goods, supplies & materials purchased</i>	60,900	52,608	(8,292)	86%
<i>Reserves, transfers & grants</i>	-	244,577	244,577	0%
<i>Financial service charges</i>	16,800	18,334	1,534	109%
<i>Total Expense</i>	193,558	411,981	218,423	213%
<i>Surplus/(Deficit)</i>	(191,858)	(409,896)	(218,038)	214%

Variances

Reserves, transfers & grants

- Year-end adjustments for the allowance for doubtful accounts receivables and uncollectable property taxes were unbudgeted.



Agricultural Services

2023 Quarter 4 report



1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

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

Agricultural drainage

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

Crop pest control

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

Equipment maintenance and fabrication

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

Local food and horticulture

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



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

Roadside vegetation management

- Manages roadside vegetation using chemical and mechanical control techniques that target undesired vegetation.
- Ensures the safety and quality of road rights-of-way by providing clear sightlines, controlling invasive plant species, improving drainage, and reducing the potential for snow traps in the winter.

Sustainable agriculture program

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

Weed control

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

Wild animal pest control

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

2: Strategic priorities

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

3: Department goals

Goal 3	Serve residents with continual improvement of department services.
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4: Department highlights

- The Laserfiche project was rolled out for Agricultural Services and implemented in Q4 2023. Representing a significant commitment by staff, this Enterprise Content Management project outlined and redefined file structure and storage within the department.
- Administration hosted or supported five workshops for Local Food and Sustainable Agriculture in Q4 with two additional workshops being postponed. 71 people attended the hosted workshops ranging

from grant funding opportunities (36 attendees), providing technical support for Environmental Farm Plans (seven farm families) and showcasing opportunities to expand local food business within Leduc County (28 attendees). The two supported workshops had approximately 75 attendees.

5: Action plan

Goal 1

Maintain a safe County.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Inspect and identify problem vegetation such as tall grass and brush within Leduc County intersections and road rights-of-ways to improve driver visibility and promote efficient drainage.	Q3 2023		Establish priority list and complete control of problem vegetation areas. <ul style="list-style-type: none"> Sites brushed in 2023 were identified and prioritized for chemical control. Spraying of sites will be completed by Q2 2024.

Goal 2

Capitalize on agriculture and local food production.

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Continue the Know your Farmer; Know your Food Ag Tour for local agriculture producers to showcase their operations and products.	Q3 2023		Support local producers in the development of two local agriculture tour events. <ul style="list-style-type: none"> Farm-to-table dinner, farm tour and pop-up market held Aug. 12 with 61 participants (sold out event).
Create networking opportunities for producers to improve awareness of local food resources within the region.	Q4 2023		Develop a Christmas market event for local producers. <ul style="list-style-type: none"> Market event held Dec. 9. Poor vendor participation outside of the Business and Entrepreneur Centre vendors but high consumer traffic (approximately 500 people) for the event.

Goal 3

Serve residents with continual improvement of department services.

Strategy 3.1

Review and update internal processes.

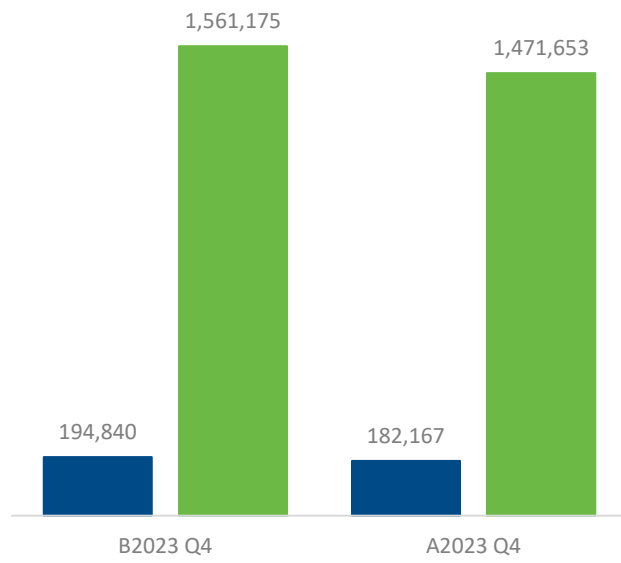
Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Refine current weed inspection procedure to support consistent inspection and enforcement.	Q1 2023		A written internal procedure utilized by all staff. <ul style="list-style-type: none">• Training in revised procedure provided to seasonal staff and staff have trialed inspection process with positive results.
Establish clear guidelines to identify the parameters that trigger enforcement actions.	Q3 2023		Increase in compliance with issued weed notices. <ul style="list-style-type: none">• Twenty-one weed notices were issued. 100 per cent compliance achieved prior to enforcement being required.
Refine current clubroot inspection procedure to support consistent inspection and enforcement.	Q1 2023		A written internal procedure utilized by all staff. <ul style="list-style-type: none">• Internal inspection procedure developed and utilized for 2024 clubroot growing season.• Six hundred and forty-eight canola fields were inspected for clubroot in Q3.

Agricultural Services

Q4 - 2023 Financial Reporting

Department Head - Garrett Broadbent

■ REVENUE
■ EXPENSE

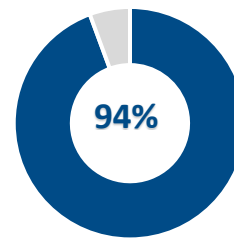


Variance YTD
(\$76,849)

% of Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	600	1,200	600	200%
Total Revenue	600	1,200	600	200%
<i>Earnings & benefits</i>	566,309	546,399	(19,910)	96%
<i>General services-contracted</i>	11,030	6,730	(4,300)	61%
<i>Goods, supplies & materials purchased</i>	1,600	1,061	(539)	66%
<i>Reserves, transfers & grants</i>	15,500	11,499	(4,001)	74%
Total Expense	594,439	565,689	(28,750)	95%
Surplus/(Deficit)	(593,839)	(564,489)	29,350	95%

Variations

No significant variations.

Agricultural Services

Q4 - 2023 Financial Reporting

Agricultural drainage

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other transactions</i>	1,500	1,500	-	100%
Total Revenue	1,500	1,500	-	100%
<i>General services-contracted</i>	8,765	2,284	(6,481)	26%
Total Expense	8,765	2,284	(6,481)	26%
Surplus/(Deficit)	(7,265)	(784)	6,481	11%

Variances

No significant variances.

Crop pest control

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	22,026	15,797	(6,229)	72%
<i>Goods, supplies & materials purchased</i>	6,990	5,327	(1,663)	76%
Total Expense	29,016	21,125	(7,891)	73%
Surplus/(Deficit)	(29,016)	(21,125)	7,891	73%

Variances

No significant variances.

Equipment maintenance and fabrication

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	3,000	460	(2,540)	15%
<i>Other revenue from own sources</i>	-	3,000	3,000	0%
<i>Conditional grants from other governments</i>	165,959	166,247	288	100%
Total Revenue	168,959	169,707	748	100%
<i>Earnings & benefits</i>	114,950	114,492	(458)	100%
<i>General services-contracted</i>	30,311	34,399	4,088	113%
<i>Goods, supplies & materials purchased</i>	89,247	72,719	(16,528)	81%
<i>Financial service charge</i>	-	399	399	0%
Total Expense	234,508	222,010	(12,498)	95%
Surplus/(Deficit)	(65,549)	(52,303)	13,246	80%

Variances

No significant variances.

Agricultural Services

Q4 - 2023 Financial Reporting

Local food and horticulture

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Conditional grants from other governments</i>	2,400	1,307	(1,093)	54%
Total Revenue	2,400	1,307	(1,093)	54%
<i>General services-contracted</i>	11,254	6,378	(4,876)	57%
<i>Goods, supplies & materials purchased</i>	4,250	1,497	(2,753)	35%
Total Expense	15,504	7,875	(7,629)	51%
Surplus/(Deficit)	(13,104)	(6,568)	6,536	50%

Variations

No significant variances.

Roadside vegetation management

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	191,318	146,124	(45,194)	76%
<i>General services-contracted</i>	16,722	34,903	18,181	209%
<i>Goods, supplies & materials purchased</i>	189,271	226,676	37,405	120%
Total Expense	397,311	407,703	10,392	103%
Surplus/(Deficit)	(397,311)	(407,703)	(10,392)	103%

Variations

Earnings & benefits

- Seasonal staff worked less hours than anticipated.

Goods, supplies and materials purchased

- Herbicide purchases were higher than anticipated.
- Equipment repairs were higher than anticipated.

Agricultural Services

Q4 - 2023 Financial Reporting

Sustainable agriculture program

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	600	-	(600)	0%
<i>Other transactions</i>	3,881	3,881	-	100%
Total Revenue	4,481	3,881	(600)	87%
<i>General services-contracted</i>	7,890	3,366	(4,524)	43%
<i>Goods, supplies & materials purchased</i>	1,650	1,910	260	116%
Total Expense	9,540	5,276	(4,264)	55%
Surplus/(Deficit)	(5,059)	(1,395)	3,664	28%

Variations

No significant variations.

Weed control

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	14,000	1,500	(12,500)	11%
Total Revenue	14,000	1,500	(12,500)	11%
<i>Earnings & benefits</i>	79,297	71,585	(7,712)	90%
<i>General services-contracted</i>	44,373	29,562	(14,811)	67%
<i>Goods, supplies & materials purchased</i>	9,549	8,362	(1,187)	88%
Total Expense	133,219	109,510	(23,709)	82%
Surplus/(Deficit)	(119,219)	(108,010)	11,209	91%

Variations

No significant variations.

Agricultural Services

Q4 - 2023 Financial Reporting

Wild animal pest control

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	900	705	(195)	78%
<i>Other revenue from own sources</i>	2,000	2,367	367	118%
Total Revenue	2,900	3,072	172	106%
<i>Earnings & benefits</i>	112,478	114,997	2,519	102%
<i>General services-contracted</i>	12,572	6,975	(5,597)	55%
<i>Goods, supplies & materials purchased</i>	13,823	8,208	(5,615)	59%
Total Expense	138,873	130,181	(8,692)	94%
Surplus/(Deficit)	(135,973)	(127,109)	8,864	93%

Variations

No significant variations.



1: Department services

1.1: Our mission

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

1.2: Service areas

Leadership and administration

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

Bylaw and animal control

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

Enhanced policing

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



Regional training

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

Traffic safety

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

2: Strategic priorities

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

3: Department highlights

- A total of 5,772 hot spot proactive patrols were conducted in 2023.
- A total of 707 patrols were conducted on banned roads in 2023.
- A total of 167 cargo securement traffic stops were made in 2023.
- There were 476 dedicated traffic operations conducted in 2023.
- There were 98 unsightly property complaints investigated in 2023 and one file was carried over into 2024.
- Collaborated with Parks and Recreation regarding Parks and Open Spaces bylaw revisions.
- Instructed an Incident Command System 200 course to newly recruited firefighters in December.
- Assisted with traffic control for the City of Leduc Santa Claus parade.
- Assisted with traffic control at an annual Country Christmas convoy fundraising event.

4: Action plan

Goal 1

Promote and enhance traffic safety.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Educate road users through traffic enforcement and interactions and conduct high-visibility traffic operations in key areas.	2023		Conduct a minimum of 700 dedicated traffic operations per year. <ul style="list-style-type: none"> Averaged 17 traffic operations per month in Q4. Total of 476 operations for 2023.
Assist departments in protecting of the County's road infrastructure through the enforcement of road bans.	2023		Conduct a minimum of 1,200 patrols per year on banned roads during road ban season. <ul style="list-style-type: none"> Averaged 30 patrols per month in Q4. Total of 707 patrols for 2023.
Support initiatives that focus on commercial vehicle safety, cargo securement, and dangerous goods.	2023		Conduct a minimum of 100 traffic stops for commercial cargo securement each year, in conjunction with the annual cargo securement awareness campaign. <ul style="list-style-type: none"> Averaged nine cargo securement operations per month in Q4. Total 167 cargo securement operations in 2023.

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	2023		Conduct 2,000 patrols in hot spots (including subdivisions) per year. <ul style="list-style-type: none"> Averaged 467 proactive patrols per month in Q4. Total 5,772 hot spot patrols for 2023.

Strategy 1.3

Provide traffic control for parades and special events.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day parade, Leduc Black Gold parade, Calmar Fair Days parade and Santa Claus parade in the City of Leduc.	2023		Participate in special events throughout the year. <ul style="list-style-type: none"> • Assisted with traffic control for the City of Leduc’s Santa Claus parade. • Assisted with traffic control at an annual Country Christmas convoy fundraising event. • Supported a total of seven events in 2023.

Goal 2

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

Strategy 2.1

Respond to emergency public safety occurrences.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	2023		Statistics and ongoing updates provided to Protective Services Committee. <ul style="list-style-type: none"> • Assisted with an average of three emergency services events per month in Q4. • Total of 41 emergency services events in 2023.
Assist police/fire/EMS and emergency management response to incidents, as requested.	2023		

Strategy 2.2

Collaborate in providing regional professional development opportunities, in accordance with Leduc County’s strategic priority of “strong leadership.”

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q3 2023		Provide one dimension and weights instruction course per year. <ul style="list-style-type: none"> • Hosted and instructed the dimension and weights and dimension’s course in April. • Official accreditation certification received by Alberta Justice in

			December 2023, as required to continue teaching the program
Host and instruct traffic speed enforcement course.	Q3 2023		Provide one RADAR course for the region per year. <ul style="list-style-type: none"> • Provided a third radar/lidar course in September.
Assess enhanced policing service levels and agreements.	Q3 2023		Assess enhanced policing service levels and agreements during annual budget preparation. <ul style="list-style-type: none"> • Coordinated the remaining contract for the RCMP School Resource Officer services ending June 30, 2024.

Goal 3

Build and strengthen community relationships and support meaningful community engagement.

Strategy 3.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other engagement opportunities in collaboration with other departments and agencies.	Q4 2023		Summary of activities provided to Protective Services Committee (five times annually). <ul style="list-style-type: none"> • Provided Q3 bylaw, general and unsightly property highlights to Protective Services Committee in November 2023. • Total of five presentations made to Protective Services Committee in 2023.
Annual evaluation of the Community Peace Officer Performance Plan.	Q4 2023		Evaluate the Community Peace Officer Performance Plan, recommend amendments to Council based on KPIs and projections for the following year. <ul style="list-style-type: none"> • Revised the plan to reflect updated key performance indicators, new strategies, and percentages of resources allocated for each strategy.

Goal 4

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

Strategy 4.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Promote boat safety through education, compliance, and enforcement.	Q3 2023		Conduct a minimum three safe boating awareness operations, boat patrols and/or shoreline operations in the summer months. <ul style="list-style-type: none"> Conducted an average of six safe boating awareness operations on shore and in water in Q3. Total of 25 safe boating operations in 2023.
Promote off-highway safety through education, compliance, and enforcement.	Q4 2023		Conduct a minimum of three off-highway vehicle patrols in the summer months. <ul style="list-style-type: none"> Conducted three off-highway quad patrols in Q3. Total of three off-highway quad patrols in 2023.

Goal 5

Respond to property concerns and promote compliance.

Strategy 5.1

Address nuisance and unsightly premises.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	Q4 2023		Respond to property complaints within three business days. Bring nuisance properties into compliance before winter. <ul style="list-style-type: none"> In Q4 a total of one complaint was investigated and one file remained open. Total of 98 property complaints investigated in 2023.
Partner with Planning and Development to address concerns about vacant and occupied lands in country residential subdivisions.	Q2 2023		Execute Urban Standards bylaw public information campaign prior to the summer 2023 season.

			<ul style="list-style-type: none"> Completed Royal Oaks Urban Standard lot clean-up/grass cutting campaign in September.
Partner with Planning and Development to address growing concerns about unauthorized dog kennels in the County.	Q2 2022		<p>Review the current Animal Control Bylaw and present recommendations to Council.</p> <ul style="list-style-type: none"> Presented proposed Dog Control bylaw at Council workshop in May and June.

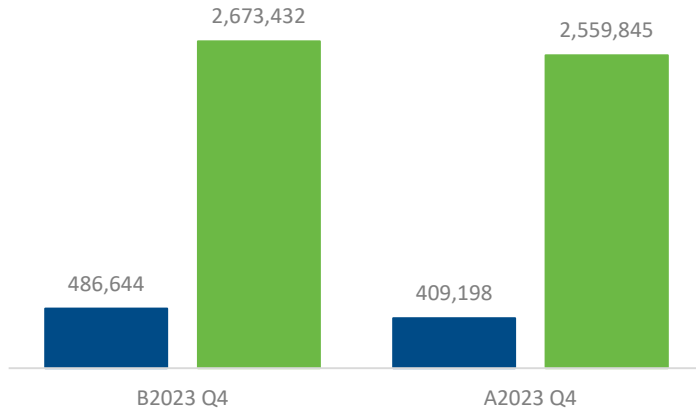


Enforcement Services

Q4 - 2023 Financial Reporting

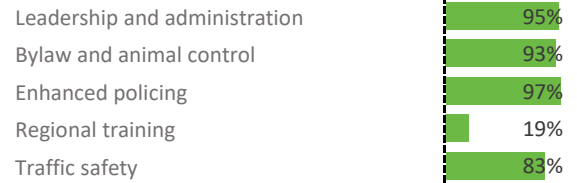
Department Head - Clarence Nelson

■ REVENUE
■ EXPENSE

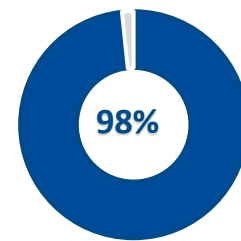


Variance YTD
(\$36,141)

% of Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	804,213	779,268	(24,945)	97%
<i>General services-contracted</i>	41,760	52,842	11,082	127%
<i>Goods, supplies & materials purchased</i>	123,875	88,457	(35,418)	71%
Total Expense	969,848	920,567	(49,281)	95%
Surplus/(Deficit)	(969,848)	(920,567)	49,281	95%

Variations

Earnings & benefits

- One vacant position in Q3 and Q4.

Goods, supplies & materials purchased

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

Enforcement Services

Q4 - 2023 Financial Reporting

Bylaw and animal control

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	7,280	23,517	16,237	323%
Total Revenue	7,280	23,517	16,237	323%
<i>Earnings & benefits</i>	-	4,648	4,648	0%
<i>General services-contracted</i>	24,240	34,582	10,342	143%
<i>Goods, supplies & materials purchased</i>	240	-	(240)	0%
<i>Reserves, transfers & grants</i>	3,500	3,500	-	100%
Total Expense	27,980	42,730	14,750	153%
Surplus/(Deficit)	(20,700)	(19,214)	1,486	93%

Variances

No significant variances.

Enhanced policing

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other government</i>	70,000	32,962	(37,038)	47%
Total Revenue	70,000	42,684	(27,316)	61%
<i>Purchases from other governments & agencies</i>	1,654,604	1,572,377	(82,227)	95%
Total Expense	1,654,604	1,572,377	(82,227)	95%
Surplus/(Deficit)	(1,584,604)	(1,529,692)	54,912	97%

Variances

Sales of goods & services to other governments

- Enhanced policing revenue for Black Gold School Division has been less than anticipated.

Purchases from other governments & agencies

- Enhanced policing expenses for Black Gold School Division have been less than anticipated.
- Police funding model expenses are less than anticipated.

Enforcement Services

Q4 - 2023 Financial Reporting

Regional training

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	5,604	2,100	(3,504)	37%
Total Revenue	5,604	2,100	(3,504)	37%
<i>Goods, supplies & materials purchased</i>	1,000	1,207	207	121%
Total Expense	1,000	1,207	207	121%
Surplus/(Deficit)	4,604	893	(3,711)	19%

Variations

No significant variations.

Traffic safety

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	403,760	340,897	(62,863)	84%
Total Revenue	403,760	340,897	(62,863)	84%
<i>General services-contracted</i>	20,000	22,964	2,964	115%
Total Expense	20,000	22,964	2,964	115%
Surplus/(Deficit)	383,760	317,933	(65,827)	83%

Variations

Other revenue from own sources

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



1: Department services

1.1: Our mission

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

1.2: Service areas

Engineering

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

Transit

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

2: Strategic priorities

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



3: Department highlights

- Township Road 510 road and bridge work is complete and open to traffic.
- Bridge maintenance projects are complete.
- The Nisku west reservoir construction upgrade is substantially complete, awaiting the delivery of the transfer switch (due April 2024).
- The New Sarepta reservoir, pumphouse, and bulk water station upgrade design and tender preparation is complete.
- The East Vistas water transmission line design is 90 per cent complete.
- Council reviewed the revised Transportation Master Plan; however, some changes are required prior to external circulation.

4: Action plan

Goal 1

Explore methods of providing increased public transportation.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Implement a new transit service for Leduc County.	Q1 2023		Transit service in place. <ul style="list-style-type: none"> • With the dissolution of the EMTSC and the continuation of the Leduc transit joint venture a new transit service is not required. • We will focus on addressing underserved areas. • Two reports were provided in Q2: one on “What We Heard” and a second on the options and costs for expansion of transit to meet the needs and demands. • A new initiative for increased transit service based on the report recommendations will be submitted for 2024 budgetary consideration.

Goal 2

Increase investment attraction.

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Work with third party utility (natural gas, electricity) companies to determine available capacities for servicing industry.	Q1 2023		Report on the inventory, status, and limitations regarding third party utilities. <ul style="list-style-type: none">A report on the findings to date was presented to the Public Works Committee (PWC) meeting in August 2023.

Goal 3

Create efficient transportation infrastructure that meets community needs.

Strategy 3.1

Complete construction of the Township Road 510 project.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete construction of Township Road 510.	Q1 2023		Contract award. <ul style="list-style-type: none">Contracted awarded.
	Q3 2023		Completion of the Township Road 510 roadworks and Irvine Creek bridge. <ul style="list-style-type: none">Roadway and bridge work complete.Drainage, shared pathway, and landscaping will be completed in 2024.Street lighting will be completed in Q1 2024.

Strategy 3.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Monitor and report on the rural road network condition rating.	Q3 2023		Completion of rural road inspections. <ul style="list-style-type: none">Inspections have been completed.

	Q4 2023		Report showing year-over-year improvement in the rural road network rating. Report provided to PWC. <ul style="list-style-type: none"> Report was presented at the December PWC meeting.
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Strategy 3.3

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Monitor and report on the pavement network condition rating.	Q3 2023		Year over year improvement on the pavement network rating. Report provided to PWC. <ul style="list-style-type: none"> Report was presented at the September PWC meeting.
Implement and update the five-year pavement preservation plan.	Q4 2023		Improved paved road network ratings and plan presented to PWC. <ul style="list-style-type: none"> Initial presentation of the five-year pavement plan was presented during the July PWC meeting. Five-year pavement plan was approved at the August PWC meeting subject to budgetary consideration.
Evaluate reclamite as a surfacing rehabilitation alternative.	Q3 2023		Evaluation of reclamite pilot areas. <ul style="list-style-type: none"> Report was presented at the August PWC meeting on the success of the reclamite trials.

Strategy 3.4

Implement a Transportation Master Plan (TMP).

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete TMP.	Q1 2023		TMP approved by Council. <ul style="list-style-type: none"> A draft revised version of the TMP was reviewed by Council and some further revisions were required. The new revisions will be presented at the January 2024 PWC meeting. Upon approval of the revisions the TMP will be shared externally.

Goal 4

Demonstrate leadership in regional initiatives and organizations.

Strategy 4.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Participate in the EMRB's Solid Waste Collaborative.	Q4 2023		<p>Determine potential for regional collaboration regarding solid waste and recycling management.</p> <ul style="list-style-type: none">• The solid waste data strategy was approved on April 13. The solid waste data model has been expanded to include five years of municipal waste data and estimates of privately managed residential and non-residential waste in the region.• Stakeholder engagement to inform a Regional Organics Strategy is underway. In-person sessions were held by the EMRB project tea.• An Industrial, Commercial, Institutional (ICI) Waste Characterization Study Project Charter was completed and was approved by the board for project funding. The project is currently scheduled for Q2 2024 completion.• No other meetings of the EMRB Solid Waste Collaborative occurred in Q4 2023.
Participate in the EMRB's Stormwater Collaborative.	Q4 2023		<p>Determine potential for regional collaboration regarding stormwater management.</p> <ul style="list-style-type: none">• Received a draft Flood Risk Assessment report for review.• Reviewed the Stormwater action plan that is going to be presented to the EMRB board on Dec. 14, 2023.

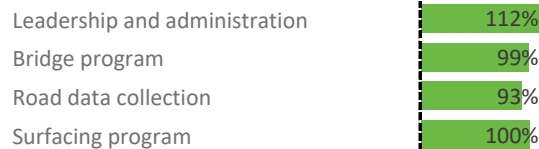
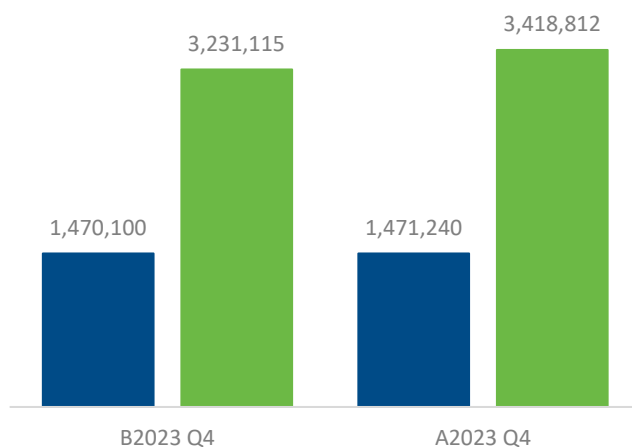
Engineering

Q4 - 2023 Financial Reporting

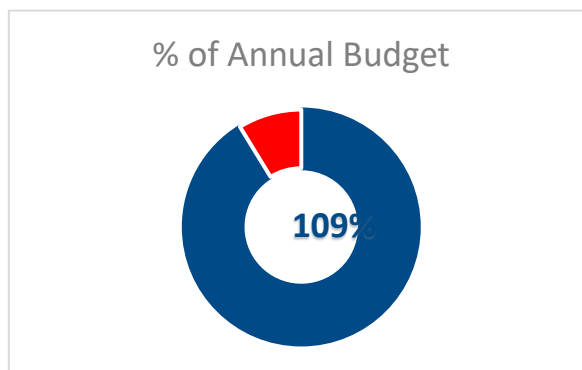
Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Budget



Variance YTD
\$186,557



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	12,000	15,370	3,370	128%
<i>Other revenue from own sources</i>	2,250	20	(2,230)	1%
<i>Other transactions</i>	1,455,850	1,455,850	-	100%
Total Revenue	1,470,100	1,471,240	1,140	100%
<i>Earnings & benefits</i>	996,513	975,133	(21,380)	98%
<i>General services-contracted</i>	167,597	324,660	157,063	194%
<i>Goods, supplies & materials purchased</i>	452,154	494,416	42,262	109%
<i>Financial service charges</i>	1,455,851	1,466,773	10,922	101%
Total Expense	3,072,115	3,260,983	188,868	106%
Surplus/(Deficit)	(1,602,015)	(1,789,742)	(187,727)	112%

Engineering

Q4 - 2023 Financial Reporting

Variances

Earnings and benefits

- One vacant position in Q4.

General services-contracted

- Railroad maintenance expenses were higher than anticipated due to the replacement of a CP Rail crossing.

Goods, supplies & materials purchased

- Street light expenses were higher than anticipated due to installation of additional illumination on new roads.

Bridge program

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	90,000	89,497	(503)	99%
Total Expense	90,000	89,497	(503)	99%
Surplus/(Deficit)	(90,000)	(89,497)	503	99%

Variances

No significant variances.

Road data collection

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	9,000	12,773	3,773	142%
<i>Goods, supplies & materials purchased</i>	-	(4,438)	(4,438)	0%
Total Expense	9,000	8,336	(664)	93%
Surplus/(Deficit)	(9,000)	(8,336)	664	93%

Variances

No significant variances.

Engineering

Q4 - 2023 Financial Reporting

Surfacing program

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	60,000	49,487	(10,513)	82%
<i>Goods, supplies & materials purchased</i>	-	10,510	10,510	0%
Total Expense	60,000	59,997	(3)	100%
Surplus/(Deficit)	(60,000)	(59,997)	3	100%

Variations

No significant variations.



Family and Community Support Services

2023 Quarter 4 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 Fetal Alcohol Spectrum Disorder (FASD)

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

Family Resource Network (FRN)

- Provides long-term support, mentorship, and advocacy for pregnant women, and/or parents with a baby less than one-year old, for families who are at risk.
- Provides information, referrals, parenting workshops such as Positive Discipline for Everyday Parenting, Circle of Security, Nobody's Perfect and Kids Have Stress Too. Participation is open to all community members.
- Provides in-home support for families identified at-risk who have children one to eighteen years old. Shares information related to parenting and child development and connections to other supports in the community.

2: Department goals

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

3: Department highlights

- Housekeeping subsidy program has served 44 households in 2023 using 1,336 hours of subsidized services.
- Counselling subsidy program has completed 50 intakes in 2023. Thirty-three individuals and one family accessed a total of 161 sessions.
- The new senior’s transportation subsidy program registered eight riders and provided nine rides for medical and social reasons.
- Bridges FASD program has supported 38 individuals and provided 329 in-home and community visits in Q4. In 2023, 1,229 one on one visits were provided to support stability and enhance quality of life for participants.
- FRN has provided 240 visits for 54 families in Q4. In 2023, 88 families received in home support for a total of 1,043 visits.
- A youth resource directory was distributed to 985 junior and senior high school students in New Sarepta, Calmar, Thorsby and Warburg.

4: Action plan

Goal 1

Reduce social isolation for seniors and older adults.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Offer grant assistance to local community groups towards senior and older adult social and health related programs and events.	Q1 2023		Grant funding availability will be advertised to local not for profit organizations to support programs and events for seniors in the region. <ul style="list-style-type: none"> • Advertising and application acceptance occurred throughout the month of January. • Fifteen community groups were approved for support.

	Q4 2023		<p>Ten to 15 community events held by not-for-profit organizations, supported by the County's new grant program, that promote increased social involvement and improved health to seniors and older adults.</p> <ul style="list-style-type: none"> • Events and programs are being held across the region.
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Goal 2

Improve access to assisted transportation services for seniors.

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
A senior assisted transportation program will be implemented.	Q2 2023		<p>A subsidy program will be developed that will assist seniors with supported transportation services.</p> <ul style="list-style-type: none"> • A program plan was finalized for fall implementation.
	Q4 2023		<p>A pilot transportation service will be created to support County seniors.</p> <ul style="list-style-type: none"> • Administration and Drive Happiness continue to recruit volunteer drivers. • Eight seniors are currently registered to use this service.

Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Residents of Leduc County will have an increased knowledge and understanding of inclusion and diversity to better support their community.	Q4 2023		<p>Six community workshops and events will be offered to residents to further increase awareness of inclusion and diversity in Leduc County.</p> <ul style="list-style-type: none"> • Eight community workshops held in 2023. • A Red Shoes walk was held with residents and participants of the Bridges FASD program, to support

			community awareness and promote inclusion in the community.
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Goal 4

Increase youth awareness of health services and mental health supports.

Strategy 4.1

Promote available resources and supports to youth in Leduc County.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Leduc County youth will have an increased knowledge of supports and services that are available to them.	Q4 2023		<p>Five community workshops, seven community presentations and ten youth engagement activities will be held to improve youth awareness of supports and services available to them. Examples include, mental health awareness, self-care, coping with stress, crisis management and suicide prevention.</p> <ul style="list-style-type: none"> • FRN staff have received additional training through our partnership with Community Helpers. • Youth suicide prevention training information has been shared with schools and community partners across the region. • A youth directory was distributed to 985 junior and senior high school students in New Sarepta, Calmar, Thorsby and Warburg.

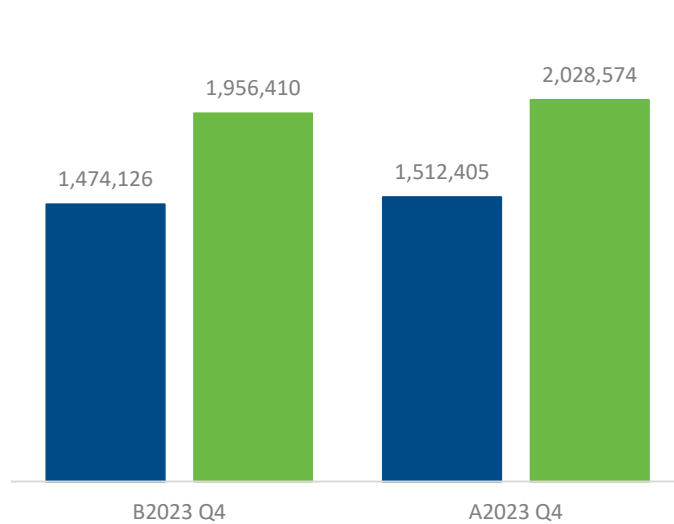


Family and Community Support Services

Q4 - 2023 Financial Reporting

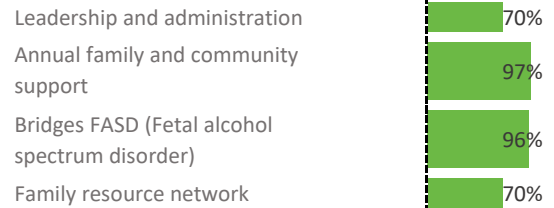
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

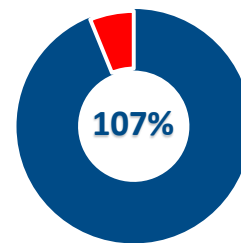


Variance YTD
\$33,885

% of Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	-	442	442	0%
<i>Conditional grants from other governments</i>	474,774	496,068	21,294	104%
<i>Other transactions</i>	50,000	50,000	-	100%
Total Revenue	524,774	546,510	21,736	104%
<i>Earnings & benefits</i>	149,037	150,946	1,909	101%
<i>General services-contracted</i>	6,860	14,479	7,619	211%
<i>Goods, supplies & materials purchased</i>	1,750	2,367	617	135%
<i>Reserves, transfers & grants</i>	103,000	193,000	90,000	187%
Total Expense	260,647	360,791	100,144	138%
Surplus/(Deficit)	264,127	185,718	(78,409)	70%

Family and Community Support Services

Q4 - 2023 Financial Reporting

Variations

Conditional grants from other governments

- An unbudgeted funding increase was received from the province.

Reserves, transfers & grants

- A sponsorship grant for the Leduc Regional Housing Foundation was unbudgeted.

Annual family and community support

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	-	600	600	0%
<i>Conditional grants from other governments</i>	-	-	-	0%
Total Revenue	-	600	600	0%
<i>Earnings & benefits</i>	427,621	427,401	(220)	100%
<i>General services-contracted</i>	93,750	77,021	(16,729)	82%
<i>Goods, supplies & materials purchased</i>	8,300	9,475	1,175	114%
<i>Reserves, transfers & grants</i>	87,877	87,627	(250)	100%
Total Expense	617,548	601,524	(16,024)	97%
Surplus/(Deficit)	(617,548)	(600,924)	16,624	97%

Variations

No significant variations.

Bridges FASD (Fetal alcohol spectrum disorder)

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Conditional grants from other governments</i>	259,360	261,860	2,500	101%
Total Revenue	259,360	261,860	2,500	101%
<i>Earnings & benefits</i>	284,875	284,584	(291)	100%
<i>General services-contracted</i>	11,220	13,391	2,171	119%
<i>Goods, supplies & materials purchased</i>	4,400	3,245	(1,155)	74%
Total Expense	300,495	301,219	724	100%
Surplus/(Deficit)	(41,135)	(39,359)	1,776	96%

Variations

No significant variations.

Family and Community Support Services

Q4 - 2023 Financial Reporting

Family resource network

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Conditional grants from other governments</i>	689,992	703,436	13,444	102%
<i>Total Revenue</i>	689,992	703,436	13,444	102%
<i>Earnings & benefits</i>	723,230	703,433	(19,797)	97%
<i>General services-contracted</i>	45,090	50,056	4,966	111%
<i>Goods, supplies & materials purchased</i>	9,400	11,551	2,151	123%
<i>Total Expense</i>	777,720	765,040	(12,680)	98%
<i>Surplus/(Deficit)</i>	(87,728)	(61,604)	26,124	70%

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 four direct-control fire districts (Calmar, New Sarepta, Nisku and Thorsby fire districts), as well as oversight of a contracted response agreement with EIA.
- Maintains cost-share agreements for the fire service in three additional fire districts in Leduc County (Leduc, Millet, and Warburg fire districts).
- Provides oversight of mutual-aid agreements, fire prevention, fire suppression, fire investigation and reporting, and maintains all-hazards emergency preparedness for large disasters.
- Develops and promotes a healthy work environment, including a focus on mental health and increasing awareness and prevention of occupational diseases, to protect the safety and overall health of our firefighters.

Emergency management

- Provides oversight to the Municipal Emergency Plan and ensures readiness to respond to large-scale emergency events.
- Provides standardized training to Leduc County staff to ensure coordinated emergency response and emergency coordination center activation.
- Plans and delivers regularly scheduled tabletop exercises and live scenarios to ensure readiness.
- Collaborates with Alberta Emergency Management Agency and other provincial and federal organizations to coordinate our emergency management approach.

Fleet and facilities

- Maintains a fleet of 65 front line apparatus, support units, and other small equipment by providing scheduled and non-scheduled urgent maintenance when required, through a fleet coordinator and a fire equipment technician.
- Manages and maintains five County-owned fire stations, one regional fire training facility and two remote radio tower sites.
- Manages personal protective equipment required for use by firefighters.



Operations

- Provides an effective firefighting force available to respond 24/7 in the County's four direct-control fire districts (Calmar, New Sarepta, Nisku and Thorsby fire districts); these districts include rural areas of Leduc County, multiple hamlets, as well as the towns of Calmar and Thorsby.
- Provides assistance, when requested, in three additional fire districts in Leduc County (Leduc, Millet and Warburg fire districts).
- Provides assistance at large emergency events across the province, when requested, and when available, while also ensuring that adequate coverage in the County's fire districts is maintained.

Public safety/education/safety codes

- Interprets and enforces the National Fire Code – 2019 Alberta Edition and Alberta Safety Codes, and conducts fire prevention inspections, fire investigations, pre-fire planning and tank inspections.
- Educates the public about fire prevention through hosting fire prevention activities and conducting public safety education programs and initiatives.
- Provides engagement between Fire Services and the general public at applicable community events.
- Reviews development permit applications to ensure compliance with the National Fire Code – 2019 Alberta Edition and related regulations.

Training

- Provides 1001 certified, and First Medical Responder certified; recruit firefighter training to potential Leduc County Paid on Call Firefighters who must graduate from recruit training prior to being offered employment.
- Provides ongoing skill maintenance and updated firefighter training to Leduc County Fire Services paid on-call firefighters to meet national firefighting standards.
- Hosts external training at the regional fire training facility at the Nisku Fire District Station.
- Long-standing member and leader with the South Capital Regional Firefighter Training Association, which provides grant-funded training to regional departments.

2: Strategic priorities

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

3: Department highlights

- Twenty new paid on-call recruits graduated to probationary firefighters Nov. 26, 2023.
- Full-time 24-hour/365-day fire service started Dec. 11, 2023.
- Occupancy granted of Nisku district south fire station Dec. 20, 2023.
- New mutual aid agreement with Edmonton Airports to replace direct aid agreement that expired Dec. 31, 2023.

4: Action plan

Goal 1

Maintain a safe County.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Fire safety and emergency preparedness presentations at community events and schools in the County.	Q2 2023		Provide 40 fire prevention presentations to students within Leduc County fire services response area. <ul style="list-style-type: none"> • Trauma and Risk Reduction in Youth – similar to the PARTY program presented to youth in Calmar and New Sarepta. • Eight fire safety presentations held at stations to school groups and a Girl Guide of Canada group. • Forty presentations made to 1,291 children during Fire Prevention week.
Provide emergency preparedness information to public and businesses within Leduc County.	Q2 2023		Host two emergency preparedness open houses for Leduc County residents and businesses. <ul style="list-style-type: none"> • Emergency Preparedness week events cancelled due to wildfires.

Goal 2

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

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Construct a fire station.	Q4 2023		Fire station construction is completed. <ul style="list-style-type: none"> • Occupancy granted Dec. 20, 2023.

Goal 3

Demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

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

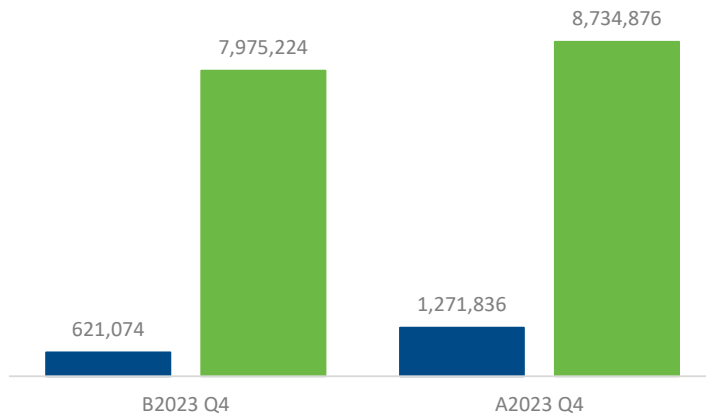
Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Sign a sub-regional emergency management agreement with all participating municipalities.	Q2 2023		A signed agreement ratified by all parties. <ul style="list-style-type: none">• Sub-regional meeting held in Q2 and a Memorandum of Understanding was presented for consideration.• Separate agreements prepared for each sub-regional partner to be reviewed.• Agreements distributed to partners for review.
Train together as a sub-regional group.	Q2 2023		Three training events were held. <ul style="list-style-type: none">• Training was not completed as an agreement is not in place.• Training will not be held in 2023.

Fire Services

Q4 - 2023 Financial Reporting

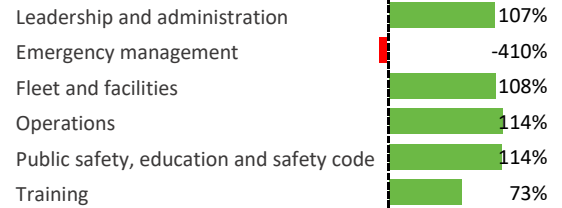
Department Head - Keven Lefebvre

■ REVENUE
■ EXPENSE

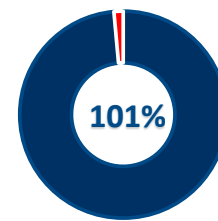


Variance YTD
\$108,889

% of Budget



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	168,000	215,249	47,249	128%
<i>Sales of goods & services to individuals</i>	58,800	39,859	(18,941)	68%
<i>Other revenue from own sources</i>	4,000	6,209	2,209	155%
Total Revenue	230,800	261,316	30,516	113%
<i>Earnings & benefits</i>	1,460,967	1,268,161	(192,806)	87%
<i>General services-contracted</i>	104,217	86,109	(18,108)	83%
<i>Purchases from other governments & agencies</i>	75,000	106,750	31,750	142%
<i>Goods, supplies & materials purchased</i>	19,850	11,079	(8,771)	56%
<i>Reserves, transfers & grants</i>	3,104,204	3,642,922	538,718	117%
<i>Financial service charges</i>	341,842	341,535	(307)	100%
Total Expense	5,106,080	5,456,557	350,477	107%
Surplus/(Deficit)	(4,875,280)	(5,195,241)	(319,961)	107%

Fire Services

Q4 - 2023 Financial Reporting

Variations

Other revenue from own sources

- Additional revenue due to a higher number of emergency responses in the Town of Calmar than anticipated.

Earnings and benefits

- One vacant position in Q2, two vacant positions in Q3, three vacant positions in Q4.

Purchases from other governments

- The Village of Warburg and Town of Millet cost shares were more than anticipated.

Reserves transfers and grants

- Tax dollars to support the completion of the Nisku District South Fire Station will be carried forward to 2024.
- Edmonton Regional Airports Authority under billed the County in 2022 for fire

Emergency management

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	20,000	21,400	1,400	107%
<i>Other revenue from own sources</i>	13,750	13,447	(303)	98%
<i>Conditional grants from other governments</i>	-	593,486	593,486	0%
Total Revenue	33,750	628,333	594,583	1862%
<i>Earning & benefits</i>	-	7,932	7,932	0%
<i>General services-contracted</i>	96,923	202,271	105,348	209%
<i>Goods, supplies & materials purchased</i>	26,752	49,836	23,084	186%
Total Expense	123,675	260,039	136,364	210%
Surplus/(Deficit)	(89,925)	368,294	458,219	-410%

Variations

Conditional grants from other governments

- Unbudgeted recovery of wildfire costs through the Province of Alberta's Disaster Recovery Program.

General services-contract

- Rental of equipment and repairs to private property were higher than anticipated due to wildfires. A portion of the wildfire costs are anticipated to be recovered through the Disaster Recovery Program.

Goods, supplies & materials purchased

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

Fire Services

Q4 - 2023 Financial Reporting

Fleet and facilities

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	57,852	83,982	26,130	145%
Total Revenue	57,852	83,982	26,130	145%
<i>General services-contracted</i>	361,918	438,872	76,954	121%
<i>Goods, supplies & materials purchased</i>	700,703	730,123	29,420	104%
Total Expense	1,062,621	1,168,995	106,374	110%
Surplus/(Deficit)	(1,004,769)	(1,085,014)	(80,245)	108%

Variations

Other revenue from own sources

- Unbudgeted insurance revenue to pay for the cost of renting a fire engine while one of the County's fire engines is out of service for repairs.

General services-contracted

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

Goods supplies and materials

- Parts for equipment repairs were more than anticipated.

Operations

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	46,500	61,164	14,664	132%
<i>Sales of goods & services to individuals</i>	220,000	223,726	3,726	102%
Total Revenue	266,500	284,891	18,391	107%
<i>Earnings & benefits</i>	1,489,677	1,699,569	209,892	114%
<i>General services-contracted</i>	1,000	1,012	12	101%
<i>Purchases from other governments & agencies</i>	75,000	69,982	(5,018)	93%
<i>Goods, supplies & materials purchased</i>	12,250	9,709	(2,541)	79%
Total Expense	1,577,927	1,780,271	202,344	113%
Surplus/(Deficit)	(1,311,427)	(1,495,381)	(183,954)	114%

Variations

Earnings and benefits

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

Fire Services

Q4 - 2023 Financial Reporting

Public safety, education and safety codes

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
General services-contracted	900	240	(660)	27%
Goods, supplies & materials purchased	5,500	7,040	1,540	128%
Total Expense	6,400	7,280	880	114%
Surplus/(Deficit)	(6,400)	(7,280)	(880)	114%

Variations

No significant variations.

Training

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Sales of goods & services to other governments	20,000	8,996	(11,004)	45%
Conditional grants from other governments	12,172	4,320	(7,852)	35%
Total Revenue	32,172	13,316	(18,856)	41%
Earnings & benefits	-	5,952	5,952	0%
General services-contracted	57,300	30,943	(26,357)	54%
Goods, supplies & materials purchased	41,221	24,839	(16,382)	60%
Total Expense	98,521	61,734	(36,787)	63%
Surplus/(Deficit)	(66,349)	(48,418)	17,931	73%

Variations

General services-contracted

- The number of wildfires in 2023 led to the cancellation of many bookings at the training site.

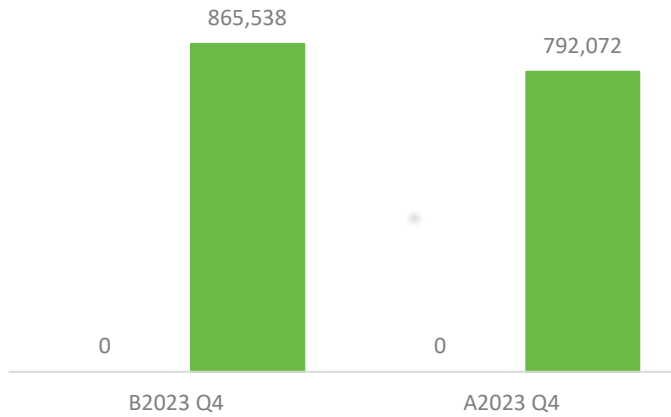
Legislative

Q4 - 2023 Financial Reporting

Department Head - Natasha Wice

■ REVENUE
■ EXPENSE

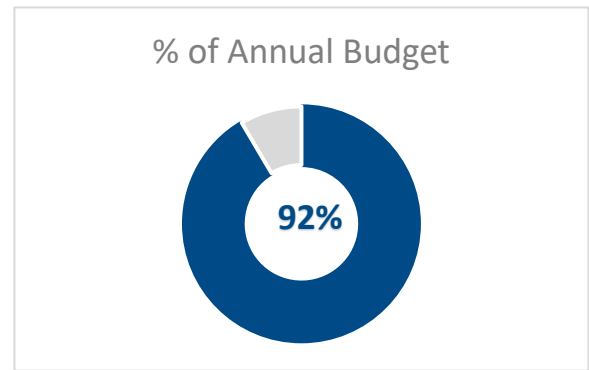
% of Budget



Legislative



Variance YTD
(\$73,466)



Legislative

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	740,522	715,471	(25,051)	97%
<i>General services-contracted</i>	113,256	73,320	(39,936)	65%
<i>Goods, supplies & materials purchased</i>	11,760	3,281	(8,479)	28%
Total Expense	865,538	792,072	(73,466)	92%
Surplus/(Deficit)	(865,538)	(792,072)	73,466	92%

Variations

Earnings & benefits

- Benefits were less than anticipated.

General services - contracted

- Conference registration and expenses were less than anticipated.
- Mileage expenses were less than anticipated.



Parks and Recreation

2023 Quarter 4 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

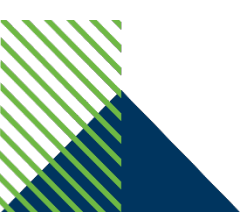
- works collaboratively with neighboring municipalities to provide quality programs and services to all residents

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

Goal 1	Strategic priority – Strong leadership Improve customer access to campgrounds reservation bookings.
Goal 2	Strategic priority – Deep community connections Develop recreation opportunities in Leduc County.
Goal 3	Strategic priority – Deep community connections Engage community through rural cultural celebration.
Goal 4	Strategic priority – Deep community connections Implement a new, shared vision for parks and recreation in Leduc County.
Goal 5	Strategic priority – Deep community connections Continue efforts to expand future park space within New Sarepta.

3: Department highlights

- Recreation, Arts and Cultural funding was provided to 33 community groups for events and programs in 2024.
- Conditional approval was supported to the East Vistas Community Association Playground project and the New Sarepta Golden Pioneers Yardley Jones Park revitalization project toward provincial grant applications.
- Three community events were hosted in partnership with the Strawberry Community Hall, Rolly View Community, and Rundles Mission Society, encompassing approximately 650 attendees.
- A Regional Community Association Workshop on grant writing and volunteer recruitment was held. Twenty-three people attended, representing 19 organizations from across Leduc County.
- Jubilee Park Campground received 2,076 total bookings, encompassing 7,748 nights camped.
- The comfort cabins at Jubilee Park Campground received 138 total bookings, a 27 per cent increase from 2022.

4: Action plan

Goal 1

Improve customer access to campgrounds reservation bookings.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
An online reservation system will be implemented to support campground reservations services for Leduc County campgrounds.	Q2 2023		Implement an online reservation service for the 2023 camping season. <ul style="list-style-type: none"> • Online reservations started on April 3.
	Q4 2023		Complete a review of this service to identify the impact on services and campground revenues.

			<ul style="list-style-type: none"> Jubilee campground had 7,748 nights booked, representing an approximate 20 per cent increase in bookings.
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Goal 2

Develop recreation opportunities in Leduc County.

Strategy 2.1

Continual improvement and revitalization of park areas.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Work with the residents of New Sarepta and area to identify community needs for improvements to Yardley Jones Park in New Sarepta.	Q2 2023		Develop and implement an engagement plan to gather resident feedback. <ul style="list-style-type: none"> An engagement plan was completed in May and included a public survey for initial resident feedback. A meeting was held with the New Sarepta Historical Society to gather input and discuss future partnerships.
	Q4 2023		A park improvement plan presented to Council. <ul style="list-style-type: none"> A park improvement plan was supported by Council. A partnership has been established with the New Sarepta Golden Pioneers. A grant application has been submitted to the Province of Alberta.

Goal 3

Engage community through rural cultural celebration.

Strategy 3.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Plan and host a Leduc County Day event that promotes the rich history of Leduc County.	Q3 2023		Two community events were held that promote Leduc County. <ul style="list-style-type: none"> Two events were held in June at Rolly View and Glen Park community halls. Approximately 175 residents attended both events.

Goal 4

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

Strategy 4.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Develop a multi-year community vision for recreation and parks in Leduc County.	Q1 2023		Recreation and parks master plan approved by Council. <ul style="list-style-type: none">The Recreation and Parks Master plan was approved by Council.
Develop an implementation plan based on the findings in the master plan.	Q3 2023		Utilize the implementation plan to inform a 2024 budget ask for identified priorities. <ul style="list-style-type: none">The implementation plan was used to inform 2024 projects and initiatives.

Goal 5

Continue efforts to expand future park space within New Sarepta.

Strategy 5.1

Secure land for future park development.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Continue discussions with identified landowners for a potential land acquisition for the purpose of future park opportunities in New Sarepta.	Q2 2023		Report to Council for consideration of land acquisition. <ul style="list-style-type: none">A land purchase negotiation was supported by Council.The landowner is currently working through the subdivision process to allow for future land sale.

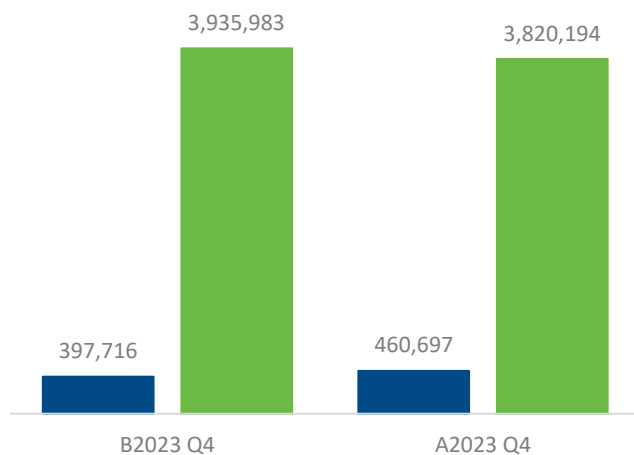
Parks and Recreation

Q4 - 2023 Financial Reporting

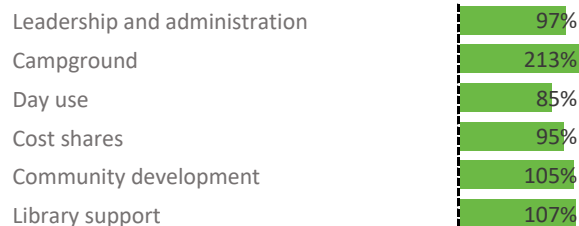
Department Head - Dean Ohnysty

■ REVENUE
■ EXPENSE

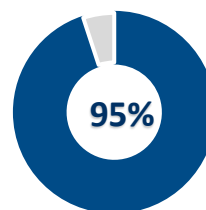
% of Budget



Variance YTD
(\$178,770)



% of Annual Budget



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	14,280	38,028	23,748	266%
Total Revenue	14,280	38,028	23,748	266%
<i>Earnings & benefits</i>	564,202	552,589	(11,613)	98%
<i>General services-contracted</i>	42,248	33,901	(8,347)	80%
<i>Goods, supplies & materials purchased</i>	6,280	10,237	3,957	163%
<i>Reserves, transfers & grants</i>	56,688	68,404	11,716	121%
<i>Financial service charges</i>	419,660	418,049	(1,611)	100%
Total Expense	1,089,078	1,083,180	(5,898)	99%
Surplus/(Deficit)	(1,074,798)	(1,045,152)	29,646	97%

Variations

Other revenue from own sources

- The County utilized the Healthy Communities grant which was received in a prior year.

Parks and Recreation

Q4 - 2023 Financial Reporting

Campground

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	298,000	331,490	33,490	111%
<i>Other revenue from own sources</i>	31,300	26,422	(4,878)	84%
Total Revenue	329,300	357,912	28,612	109%
<i>Earnings & benefits</i>	156,658	155,303	(1,355)	99%
<i>General services-contracted</i>	61,446	51,861	(9,585)	84%
<i>Goods, supplies & materials purchased</i>	68,051	58,606	(9,445)	86%
<i>Financial service charges</i>	5,500	11,990	6,490	218%
Total Expense	291,655	277,759	(13,896)	95%
Surplus/(Deficit)	37,645	80,153	42,508	213%

Variances

Sales of goods & services to individuals

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

Day use

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	7,800	9,009	1,209	115%
<i>Other revenue from own sources</i>	5,000	12,200	7,200	244%
<i>Other transactions</i>	22,086	22,086	-	100%
Total Revenue	34,886	43,294	8,408	124%
<i>Earnings & benefits</i>	90,331	73,520	(16,811)	81%
<i>General services-contracted</i>	81,958	84,427	2,469	103%
<i>Goods, supplies & materials purchased</i>	49,474	43,595	(5,879)	88%
Total Expense	221,763	201,543	(20,220)	91%
Surplus/(Deficit)	(186,877)	(158,248)	28,629	85%

Variances

No significant variances.

Parks and Recreation

Q4 - 2023 Financial Reporting

Cost shares

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Reserves, transfers & grants</i>	1,998,000	1,903,063	(94,937)	95%
Total Expense	1,998,000	1,903,063	(94,937)	95%
Surplus/(Deficit)	(1,998,000)	(1,903,063)	94,937	95%

Variations

Reserves, transfers & grants

- Cost shares were less than anticipated.

Community development

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	19,250	21,463	2,213	111%
Total Revenue	19,250	21,463	2,213	111%
<i>Earnings & benefits</i>	124,998	124,095	(903)	99%
<i>General services-contracted</i>	69,776	79,131	9,355	113%
<i>Goods, supplies & materials purchased</i>	34,013	37,285	3,272	110%
Total Expense	228,787	240,511	11,724	105%
Surplus/(Deficit)	(209,537)	(219,048)	(9,511)	105%

Variations

No significant variances.

Library support

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	57,000	64,639	7,639	113%
<i>Goods, supplies & materials purchased</i>	200	-	(200)	0%
<i>Reserves, transfers & grants</i>	49,500	49,500	-	100%
Total Expense	106,700	114,139	7,439	107%
Surplus/(Deficit)	(106,700)	(114,139)	(7,439)	107%

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 four business units within Planning and Development.
- Leads the preparation, oversight and alignment of the Planning and Development budget, ensuring responsible and appropriate use of municipal funds.
- Ensures the priorities of the department are aligned with Council's strategic plan.

Development services

- Provides development review and approval services on behalf of the County in the areas of development and subdivision.
- Provides information, assistance, and advice on development and property related matters, including public engagement related to development and subdivision applications.
- Maintains an up to date land use regulation framework and leads the County's efforts to achieve compliance with the Land Use Bylaw.

Economic development

- Focuses on growing a diverse employment base in the County through investment attraction and business retention and expansion activities.
- Communicates and coordinates with regional partners, including Edmonton Global, on regional economic development activities and opportunities.
- Provides advice to Council on matters related to the County's state of investment readiness, and executes the direction set out in the County's Investment Strategy.

Regional and long range planning

- Responsible for the development and interpretation of long-term policy related to how the County changes and grows over time.
- Leads regional and intermunicipal planning initiatives with regional partners, such as intermunicipal development plans and intermunicipal collaboration frameworks.
- Provides key administrative resources in support of the County's involvement in the Edmonton Metropolitan Region Board and committees related to the Board.
- Advises on intergovernmental initiatives.



Safety codes

- Responsible for administration and enforcement of the *Safety Codes Act* on behalf of the municipality.
- Provides professional advice to the public, builders, and Council in the disciplines of building, electrical, plumbing, gas, and private sewage.

2: Strategic priorities

Goal 1	Strategic priority – A robust economy Enable increased economic growth and diversification.
Goal 2	Strategic priority – A robust economy Build economic resilience within the County.
Goal 3	Strategic priority – Strong Leadership Continue to lead the County's efforts in regional collaboration and intermunicipal partnerships.

3: Department goals

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

4: Department highlights

- Received 64 development permit applications (357 YTD) and issued 580 safety codes permits in Q4 (1,938 YTD). NOTE: 4 Warburg permits were issued in Q4, with 25 permits for Warburg at year end.
- Project charter for the 510 LASP has been approved by Council. McElhanney has been retained for engineering support.
- Administration continued working with the vendor to implement the new electronic permitting and licensing software.
- Administration finalized details for the next phase of public engagement for the Land Use Bylaw (LUB) project; the next round of open houses were held in November. Administration are compiling comments and finalizing the draft to present to Council in early 2024.
- The updated WAM, Royal Cubera, North West Saunders Lake, and QEII LASPs were approved by Council.

5: Action plan

Goal 1

Enable increased economic growth and diversification.

Strategy 1.1

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

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

Strategy 1.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Start up a business retention and expansion program.	Q2 2023		Complete and report on year one of the BRE program. <ul style="list-style-type: none">Program completed January.

Goal 2

Build economic resilience within the County.

Strategy 2.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key indicators
Plan and execute the 2023 Leduc County Economic Development Summit.	Q2 2023		2023 Leduc County Economic Development Summit held. <ul style="list-style-type: none">Summit held March 24.

Goal 3

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

Strategy 3.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Support mayor and councillors participating in board activities, committees, and decision-making.	Ongoing		Provide monthly regional issues briefings to the Governance and Priorities Committee. <ul style="list-style-type: none"> • Provided three updates in Q4.

Strategy 3.2

Maintain current intermunicipal frameworks with our neighbor communities.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Review and update the Intermunicipal Development Plans (IDPs) and Intermunicipal Collaboration Frameworks (ICFs) with the Towns of Calmar and Thorsby and the Village of Warburg.	Q3 2023		Reviews of IDPs and ICFs complete and updated documents adopted where applicable. <ul style="list-style-type: none"> • April 25, Council approved third reading to repeal bylaw 04-23 and replace the Leduc County/Village of Warburg IDP and repeal the ICF bylaw 05-23 and approve by resolution. • June 13, Council approved third reading to repeal bylaw 11-23 and replace the Leduc County/Town of Calmar IDP and repeal the ICF bylaw 12-23 and approve by resolution. • June 13, Council approved third reading to repeal bylaw 12-23 and replace the Leduc County/Town of Thorsby IDP and repeal the ICF bylaw 14-23 and approve by resolution.

Goal 4

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

Strategy 4.1

Update the County’s land use regulations.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Update the County’s Land Use Bylaw.	Q3 2023		Complete detailed, phased review and rewrite of specific land use categories. <ul style="list-style-type: none"> • Legislative sections, referral regulations, and enforcement sections complete. • Detailed review and full rewrite of all districts within the Nisku Business Park such as; Industrial / Commercial / Business Park, Light Industrial and Direct Control. • Urban regulations, dwelling types and regulations and Agricultural regulations ready to present to workshop.
	Q1 - Q4 2023		Conduct public participation activities to gather input from across the County. <ul style="list-style-type: none"> • Five successful open houses held between June and November to conclude phase two public consultation. • Compiled What We Heard (WWH) report for presentation to Council in early 2024.
	Ongoing		Provide reports and updates to Council through a series of interactive workshops. <ul style="list-style-type: none"> • Legislative requirements went to Council workshop on Jan. 24. • Referral review and enforcement regulations went to Council workshop on March 8. • Open house material review went to Council workshop on June 12. • Open house engagement overview and Industrial/Commercial regulations went to Council workshop on Sept. 27 and Dec. 12.

Strategy 4.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Create a new area structure plan for the unplanned area of North Nisku.	Q3 2023		<p>Provide a report to council summarizing the background and analysis component of the project.</p> <ul style="list-style-type: none"> • Administration has initiated meetings with landowners and stakeholders. • Administration delivered the background report to Council. McElhanney was retained as consultants to complete the technical work required. • Project charter was adopted by Council in Sept. 2023. • Held internal workshops with and without the consultants. • Engineering and technical work is underway.
Completion of the Central Nisku Area Redevelopment Plan.	Q3 2023		<p>Adoption of the plan by Council.</p> <ul style="list-style-type: none"> • Revised project charter to be delivered to Council in Q2, 2024.
Carry out interim review of the Leduc County Municipal Development Plan.	Q3 2023		<p>Report to Council for consideration of first reading.</p> <ul style="list-style-type: none"> • Administration held workshop discussions with Council in Q1, Q2, Q3, and Q4. • Revisions to Municipal Development Plan from Council workshop discussions in Q3. • Public open houses were held in November. • Final document revisions made in preparation for first reading in Q1, 2024.
	Q3 2023		<p>Regional Evaluation Framework (REF) submission to Edmonton Metropolitan Region Board for evaluation of alignment with Regional Growth Plan.</p> <ul style="list-style-type: none"> • Submission following second reading Q2, 2024.

	Q4 2023		Report to Council for consideration of adoption. <ul style="list-style-type: none"> Anticipated in Q2, 2024.
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Goal 5

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

Strategy 5.1

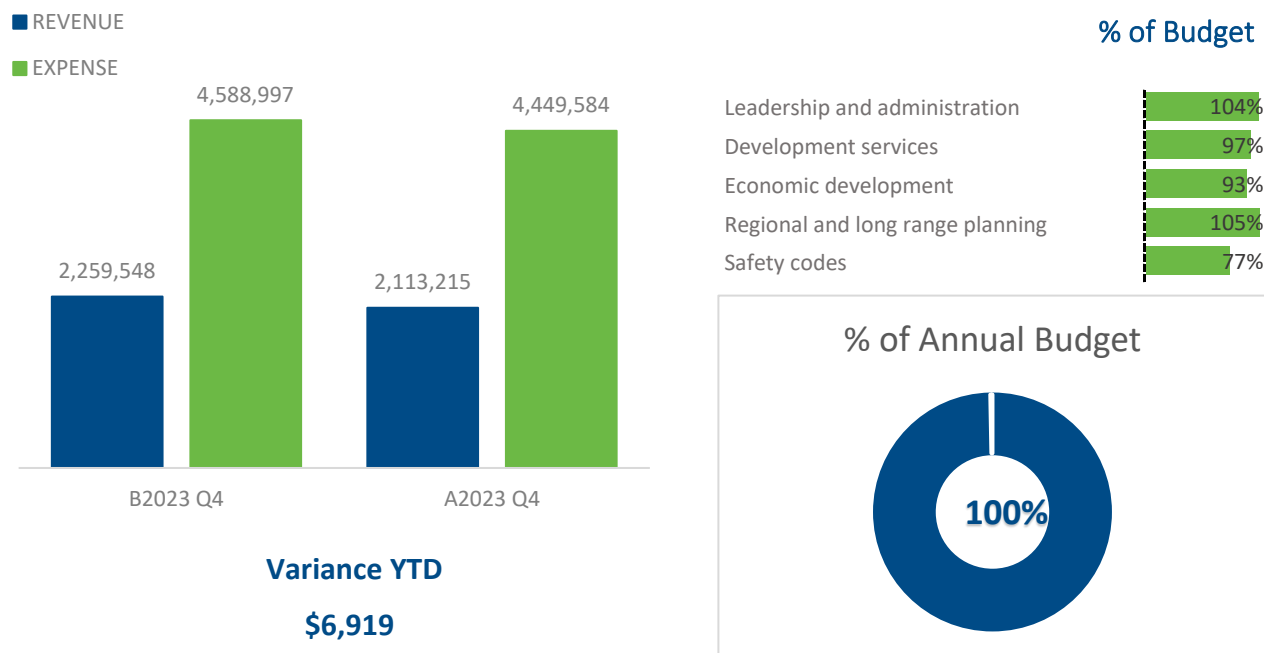
Safety codes staff, when practical, will continue to participate in regional and provincial committees and work groups.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or Key performance indicators
Safety Codes Officers (SCOs) to serve on external committees.	Ongoing		Contribution and access to a stronger SCO network. <ul style="list-style-type: none"> The Safety Codes Council (SCC) reached out looking for subject matter experts for plumbing course development, rainwater harvesting and water reuse. Private sewage sub-council meeting in November (Q4). Electrical utilities sub-council meeting in October (Q4).

Planning and Development

Q4 - 2023 Financial Reporting

Department Head - Grant Bain



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	-	926	-	0%
Total Revenue	-	926	926	0%
<i>Earnings & benefits</i>	284,438	268,900	(15,538)	95%
<i>General services-contracted</i>	6,600	7,487	887	113%
<i>Goods, supplies & materials purchased</i>	900	18,668	17,768	2074%
<i>Reserves, transfers & grants</i>	10,000	10,000	-	100%
<i>Financial service charges</i>	19,000	29,853	10,853	157%
Total Expense	320,938	334,907	13,969	104%
Surplus/(Deficit)	(320,938)	(333,981)	(13,043)	104%

Variations

No significant variations.

Planning and Development

Q4 - 2023 Financial Reporting

Development services

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	92,000	72,247	(19,753)	79%
<i>Other revenue from own sources</i>	80,000	83,578	3,578	104%
Total Revenue	172,000	155,825	(16,175)	91%
<i>Earnings & benefits</i>	938,077	936,219	(1,858)	100%
<i>General services-contracted</i>	72,440	33,869	(38,571)	47%
<i>Goods, supplies & materials purchased</i>	3,733	2,371	(1,362)	64%
Total Expense	1,014,250	972,459	(41,791)	96%
Surplus/(Deficit)	(842,250)	(816,634)	25,616	97%

Variations

General services-contracted

- Professional services were less than anticipated but offset by increases in earnings and benefits.

Economic development

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	5,000	-	(5,000)	0%
<i>Other revenue from own sources</i>	21,500	7,325	(14,175)	34%
<i>Conditional grants from other government</i>	64,000	80,006	16,006	125%
<i>Other transactions</i>	500,000	500,000	-	100%
Total Revenue	590,500	587,331	(3,169)	99%
<i>Earnings & benefits</i>	514,856	448,326	(66,530)	87%
<i>General services-contracted</i>	82,654	53,906	(28,748)	65%
<i>Purchases from other governments & agencies</i>	115,000	109,963	(5,037)	96%
<i>Goods, supplies & materials purchased</i>	7,700	4,937	(2,763)	64%
<i>Reserves, transfers & grants</i>	598,592	648,592	50,000	108%
Total Expense	1,318,802	1,265,724	(53,078)	96%
Surplus/(Deficit)	(728,302)	(678,393)	49,909	93%

Planning and Development

Q4 - 2023 Financial Reporting

Variations

Earnings & benefits

- One vacant position in Q1.

General services - contracted

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

Reserves, transfers & grants

- The \$50,000 contribution to the Edmonton International Airport for the drone project was approved after final budget and funded by internal savings.

Regional and long range planning

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	541,458	581,112	39,654	107%
<i>General services-contracted</i>	22,146	10,764	(11,382)	49%
<i>Purchases from other government &</i>	48,782	49,994	1,212	102%
<i>Goods, supplies & materials purchased</i>	1,500	1,378	(122)	92%
Total Expense	613,886	643,247	29,361	105%
Surplus/(Deficit)	(613,886)	(643,247)	(29,361)	105%

Variations

Earnings & benefits

- Earnings and benefits were higher than anticipated.

Safety codes

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other government</i>	4,500	4,705	205	105%
<i>Sales of goods & services to individuals</i>	3,500	10,875	7,375	311%
<i>Other revenue from own sources</i>	1,489,048	1,353,554	(135,494)	91%
Total Revenue	1,497,048	1,369,133	(127,915)	91%
<i>Earnings & benefits</i>	1,194,956	1,158,479	(36,477)	97%
<i>General services-contracted</i>	119,212	73,856	(45,356)	62%
<i>Goods, supplies & materials purchased</i>	6,953	912	(6,041)	13%
Total Expense	1,321,121	1,233,246	(87,875)	93%
Surplus/(Deficit)	175,927	135,887	(40,040)	77%

Planning and Development

Q4 - 2023 Financial Reporting

Variances

Other revenue from own sources

- Permit revenue was less than anticipated.

Earnings & benefits

- One vacant position in Q1 and Q2.

General services-contracted

- Contracted safety codes officer expenses were less than anticipated.

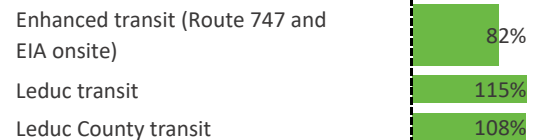
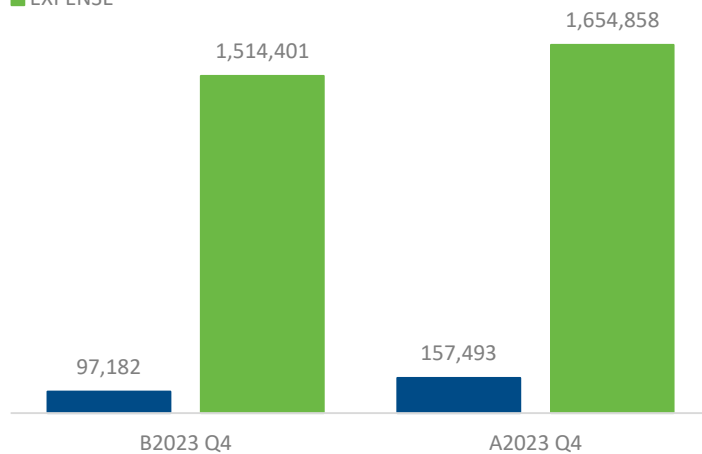
Public Transit

Q4 - 2023 Financial Reporting

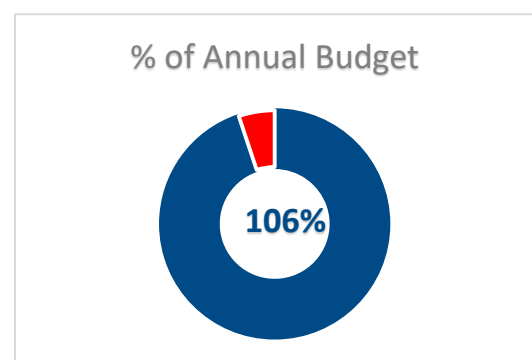
Department Head - Des Mryglod

■ REVENUE
■ EXPENSE

% of Budget



Variance YTD
\$80,773



Enhanced transit (Route 747 and EIA onsite)

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
General services-contracted	200,300	200,300	-	100%
Purchases from other governments & agencies	200,300	127,754	(72,546)	64%
Total Expense	400,600	328,054	(72,546)	82%
Surplus/(Deficit)	(400,600)	(328,054)	72,546	82%

Variations

Purchases from other governments & agencies

- Expenses for Route 747 were less than anticipated.

Public Transit

Q4 - 2023 Financial Reporting

Leduc transit

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	82,682	135,770	53,088	164%
<i>Sales of goods & services to individuals</i>	14,500	21,723	7,223	150%
Total Revenue	97,182	157,493	60,311	162%
<i>General services-contracted</i>	24	10,004	9,980	41683%
<i>Purchases from other governments & agencies</i>	598,307	800,247	201,940	134%
<i>Goods, supplies & materials purchased</i>	1,000	-	(1,000)	0%
<i>reserves, transfers & grants</i>	489,594	489,594	-	100%
<i>Financial service charges</i>	185	838	653	453%
Total Expense	1,089,110	1,300,683	211,573	119%
Surplus/(Deficit)	(991,928)	(1,143,190)	(151,262)	115%

Variations

Sales of goods & services to other governments

- Transit pass sales were higher than anticipated.

Purchases from other governments & agencies

- Fuel costs were higher than anticipated.
- Unbudgeted contract increase which took effect September 2023.

Leduc County transit

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Earnings & benefits</i>	24,691	26,748	2,057	108%
Total Expense	24,691	26,748	2,057	108%
Surplus/(Deficit)	(24,691)	(26,748)	(2,057)	108%

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

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

Operations

- Maintains Leduc County's roadway network:
 - Gravel roads (1,726 km)**
 - rural roads initiative (shoulder pulls, miscellaneous spot repairs, major fill program, drainage improvements)
 - gravelling
 - summer and winter gravel road maintenance
 - dust suppression
 - culvert replacement/repair and minor drainage works
 - vegetation management within county rights-of-way (in coordination with Agricultural Services)
 - signage
 - Asphalt surface roads (409 km)**
 - major asphalt repair
 - summer maintenance (crack sealing, street sweeping, pothole/injection patching, line painting)
 - winter maintenance (plowing, sanding, salting)
 - vegetation management within county rights-of-way (in coordination with Agricultural Services)
 - signage
- In conjunction with the facilities and equipment coordinator, manages and maintains Road Operation's fleet and facilities.



2: Strategic priorities

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

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

4: Department highlights

- Rural roads initiative – began June 22 and was completed Oct. 15.
 - Approximately 3,200 lineal metres of shoulder pulls.
 - Approximately 950 lineal metres of bank stabilization.
 - Approximately 1,400 lineal metres of spot repairs.
 - Approximately 800 lineal metres of drainage work.
- Crews replaced over 100 high visibility signs on guardrails in and around the Nisku Business Park.
- Revised PG-03 Snow Clearing County Roads policy approved by Council on Nov. 14.
- Developed a draft road salt management plan.

5: Action plan

Goal 1

Create efficient transportation infrastructure that meets community needs.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Implement the fifth year of the Rural Road Initiative (RRI).	Q4 2023		Improve the network by completing 35 miscellaneous spot repairs and 15 roadside drainage ditch improvements. <ul style="list-style-type: none"> • Major spot repair program began June 22 and completed Aug. 4. <ul style="list-style-type: none"> ○ 1,400m of sport repairs completed. • Minor spot repairs are ongoing. <ul style="list-style-type: none"> ○ Sixteen spots completed in-house. • Eight roadside drainage ditch improvements of 2,450 total metres completed.

Establish a signpost replacement plan for future year implementation.	Q2 2023		<p>A new standard established, and condition assessment of current inventory completed to inform a future budget ask.</p> <ul style="list-style-type: none"> • New standards have been established and are being used when U-channel galvanized posts need to be replaced. • Draft program being developed and will be considered as a 2026 new initiative.
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Strategy 1.2

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete the major asphalt and cold mix repair program.	Q4 2023		<p>Complete major repairs on asphalt failures on main roads.</p> <ul style="list-style-type: none"> • Service contract signed. • Program began July 5 and completed Oct. 7.
Complete reclamite projects.	Q4 2023		<p>Complete year three of our three-year reclamite trial on Township Road 503 and compete one last link road with reclamite.</p> <ul style="list-style-type: none"> • Township Road 503 to be completed following the communal sewage work in Wildland Meadows. <ul style="list-style-type: none"> ○ Repair work following the haul completed Oct. 24. ○ Second reclamite lift and chip seal to be completed in 2024. • Range Road 240A south of Highway 623 planned for Q3. <ul style="list-style-type: none"> ○ Reclamite completed Aug. 2. • Township Road 480 (South Wizard Lake Road) chip seal planned for Q3. <ul style="list-style-type: none"> ○ Completed Oct. 4.
Complete the summer asphalt and cold mix maintenance program.	Q4 2023		<p>Complete the street sweeping program, the line painting program, the crack sealing program.</p> <ul style="list-style-type: none"> • Street sweeping program began May 6 and completed May 27. • Crack sealing program began May 24 and completed Aug. 17.

			<ul style="list-style-type: none"> Line painting program began June 15 and completed Sept. 1.
Evaluate and compare traditional pothole patching program and injection patcher program.	Q3 2023		<p>Based on findings, develop program plan for each type of maintenance activity.</p> <ul style="list-style-type: none"> Pothole patching started the week of March 20. <ul style="list-style-type: none"> Have completed over 150 pothole repairs. Injection patching started June 27. <ul style="list-style-type: none"> Have completed 278 road hazards and 2,195 metres of cracking.

Goal 2

Expand asset management practices to include heavy equipment.

Strategy 2.1

Complete an asset management plan for heavy equipment.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Enhance asset management program to include a heavy equipment asset class.	Q3 2023		<p>A heavy equipment asset management plan approved by the Asset Management Committee.</p> <ul style="list-style-type: none"> Heavy equipment condition assessments completed Oct. 12 and will be completed annually moving forward. The completion of an asset management plan for heavy equipment is planned for 2025.


Goal 3

Serve residents and visitors with continuous improvement of department services.

Strategy 3.1

Review current processes to gain efficiencies.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Review data from the 2022 dust control online form submissions and promote the use of the online forms for 2023.	Q3 2023		<p>Increase number of online dust control applications received by 11 per cent from 29 per cent to 40 per cent.</p> <ul style="list-style-type: none"> Thirty-three per cent of dust control applications were submitted online for 2023.

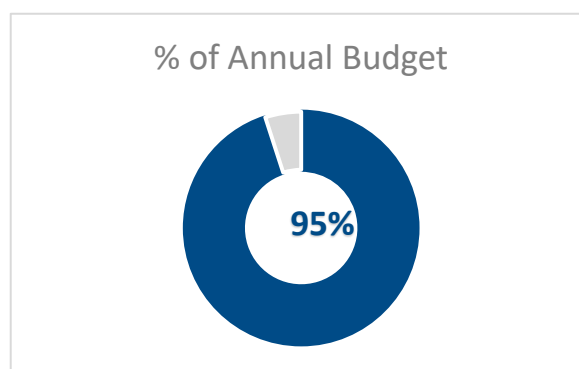
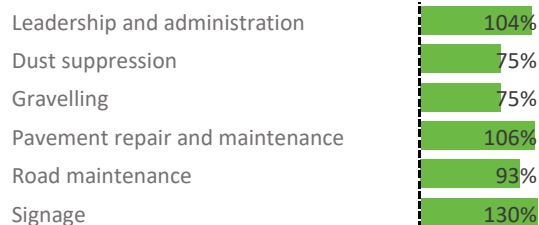
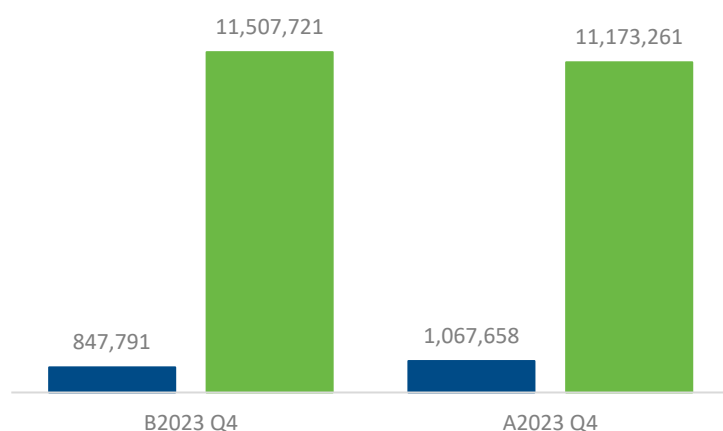
<p>Establish an urban residential snow removal policy.</p>	<p>Q2 2023</p>		<p>An urban residential snow removal policy approved by Council.</p> <ul style="list-style-type: none"> • Policy was presented and approved by the Municipal Policy Review Committee on Oct. 26. • Presented and approved at Council Nov. 14.
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Road Operations

Q4 - 2023 Financial Reporting

Department Head - Garrett Broadbent

■ Revenue
■ Expense



Variance YTD

(\$531,961)

Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	36,117	41,856	5,739	116%
<i>Sales of goods & services to individuals</i>	16,500	48,130	31,630	292%
<i>Other revenue from own sources</i>	40,000	60,809	20,809	152%
<i>Other transactions</i>	32,000	44,360	12,360	139%
Total Revenue	124,617	195,155	70,538	157%
<i>Earnings & benefits</i>	4,074,292	3,909,497	(164,795)	96%
<i>General services-contracted</i>	393,525	791,466	397,941	201%
<i>Purchases from other governments & agencies</i>	-	247	247	0%
<i>Goods, supplies & materials purchased</i>	1,442,688	1,501,523	58,835	104%
<i>Reserves, transfers & grants</i>	40,000	24,746	(15,254)	62%
<i>Financial service charges</i>	-	36	36	0%
Total Expense	5,950,505	6,227,515	277,010	105%
Surplus/(Deficit)	(5,825,888)	(6,032,360)	(206,472)	104%

Road Operations

Q4 - 2023 Financial Reporting

Variations

Sales of goods & services to individuals

- Revenue from road use agreements were higher than anticipated.
- Proceeds from miscellaneous capital sales were higher than anticipated.

Other revenue from own sources

- Insurance proceeds were higher than anticipated.
- Road maintenance agreements were higher than anticipated.

Earnings & benefits

- One vacant position in Q1 to Q3.
- Less hours worked over the year than budgeted to meet service requirements.

General services - contracted

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

Goods, Supplies & materials purchased

- Parts for equipment repairs were higher than anticipated.
- Fuel costs were less than anticipated.

Dust suppression

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	225,000	371,693	146,693	165%
Total Revenue	225,000	371,693	146,693	165%
<i>General services-contracted</i>	30,000	105,597	75,597	352%
<i>Goods, supplies & materials purchased</i>	579,200	553,620	(25,580)	96%
Total Expense	609,200	659,217	50,017	108%
Surplus/(Deficit)	(384,200)	(287,524)	96,676	75%

Variance

Sales of goods & services to individuals

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

General services-contracted

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

Goods, supplies & materials purchased

- Dust control materials cost less than anticipated.

Road Operations

Q4 - 2023 Financial Reporting

Gravelling

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	-	511	511	0%
<i>Conditional grants from other governments</i>	497,174	497,174	-	100%
Total Revenue	497,174	497,685	511	100%
<i>General services-contracted</i>	1,762,262	1,364,590	(397,672)	77%
<i>Goods, supplies & materials purchased</i>	1,347,043	1,099,242	(247,801)	82%
Total Expense	3,109,305	2,463,832	(645,473)	79%
Surplus/(Deficit)	(2,612,131)	(1,966,148)	645,983	75%

Variance

General services- contracted

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

Goods, supplies & materials purchased

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

Pavement repair and maintenance

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	837,000	899,338	62,338	107%
<i>Goods, supplies & materials purchased</i>	50,561	45,349	(5,212)	90%
Total Expense	887,561	944,688	57,127	106%
Surplus/(Deficit)	(887,561)	(944,688)	(57,127)	106%

Variance

General services-contracted

- Contract pricing for line painting, crack sealing, pothole patching and major asphalt repairs was higher than anticipated.

Road Operations

Q4 - 2023 Financial Reporting

Road maintenance

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>General services-contracted</i>	327,200	285,036	(42,164)	87%
<i>Goods, supplies & materials purchased</i>	583,950	561,545	(22,405)	96%
Total Expense	911,150	846,582	(64,568)	93%
Surplus/(Deficit)	(911,150)	(846,582)	64,568	93%

Variance

General services-contracted

- Grading contract was terminated in Q4 and contract grading invoices were less than anticipated.
- Equipment rentals were less than anticipated.

Goods, supplies & materials purchased

- The amount of sand and salt required for winter road maintenance was less than anticipated due to favourable weather conditions.

Signage

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	1,000	3,125	2,125	312%
Total Revenue	1,000	3,125	2,125	312%
<i>Goods, supplies & materials purchased</i>	40,000	53,793	13,793	134%
Total Expense	40,000	53,793	13,793	134%
Surplus/(Deficit)	(39,000)	(50,668)	(11,668)	130%

Variance

No significant variances.



1: Department services

1.1: Our mission

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

1.2: Service areas

Water

- Manages and maintains County-owned water infrastructure and services (storage and distribution):
 - residential, commercial, and industrial metered water sales
 - bulk water sales
 - customer service requests

Wastewater

- Manage and maintain County-owned wastewater infrastructure and services (collection and treatment):
 - residential, commercial, and industrial wastewater collection
 - bulk wastewater collection
 - wastewater treatment (hamlets)
 - customer service requests

Waste Management & Recycling

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

Stormwater Management

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

Contracted Services

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

2: Strategic priorities

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



3: Department goals

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

- Work was substantially complete at the Nisku West reservoir and it is operational. A delayed transfer switch it is holding up project completion, now scheduled for early Q2 2024.
- Hydrant flushing and winterizing program is complete.
- Sewer flushing program is complete.
- Valve exercising program is complete.

5: Action plan

Goal 1

Increase investment attraction.

Strategy 1.1

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Determine potential limitations for water and wastewater capacity within Nisku.	Q1 2023		Complete analysis on available water and wastewater capacity within Nisku. <ul style="list-style-type: none"> • The report was presented at the October Public Works Committee (PWC) meeting.
Based on the water and wastewater capacity analysis, develop a prioritized action and funding plan to address limitations.	Q3 2023		Prioritized action and funding plan to address water and wastewater capacity limitations within Nisku. <ul style="list-style-type: none"> • Work will begin on the action and funding plans after the PWC meeting. This work will continue into Q2 2024 and is part of the off-site levy update.

Goal 2

Build economic resilience.

Strategy 2.1

Implement Wildland Meadows wastewater treatment system local improvement plan.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Construct the Wildland Meadows wastewater treatment system.	Q3 2023		Construction of the Wildland Meadows wastewater treatment system.

			<ul style="list-style-type: none"> Project is significantly complete and is operational.
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Strategy 2.2

Continue to support communal water and wastewater systems.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Support community initiatives for smaller scale water/wastewater treatment and servicing options for the higher density rural areas.	Q3 2023		Continue to advocate for the residents of Vantage Point and Highlands subdivisions to connect their wastewater collection systems to the Looma lagoon. <ul style="list-style-type: none"> In 2022, briefing notes regarding the utilization of the Looma lagoon by Highlands and Vantage Point subdivisions have been submitted to Minister Wilson, with a request for funding. Discussions have indicated that grant funding is not possible, other alternatives are being explored by administration.

Strategy 2.3

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

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Complete gap analysis on stormwater systems.	Q1 2023		Analysis of any shortfall in stormwater conveyance, treatment maintenance and management responsibilities. <ul style="list-style-type: none"> Gap analysis has been completed and presented to PWC.

Goal 3

Improve Leduc County solid waste and recycling services.

Strategy 3.1

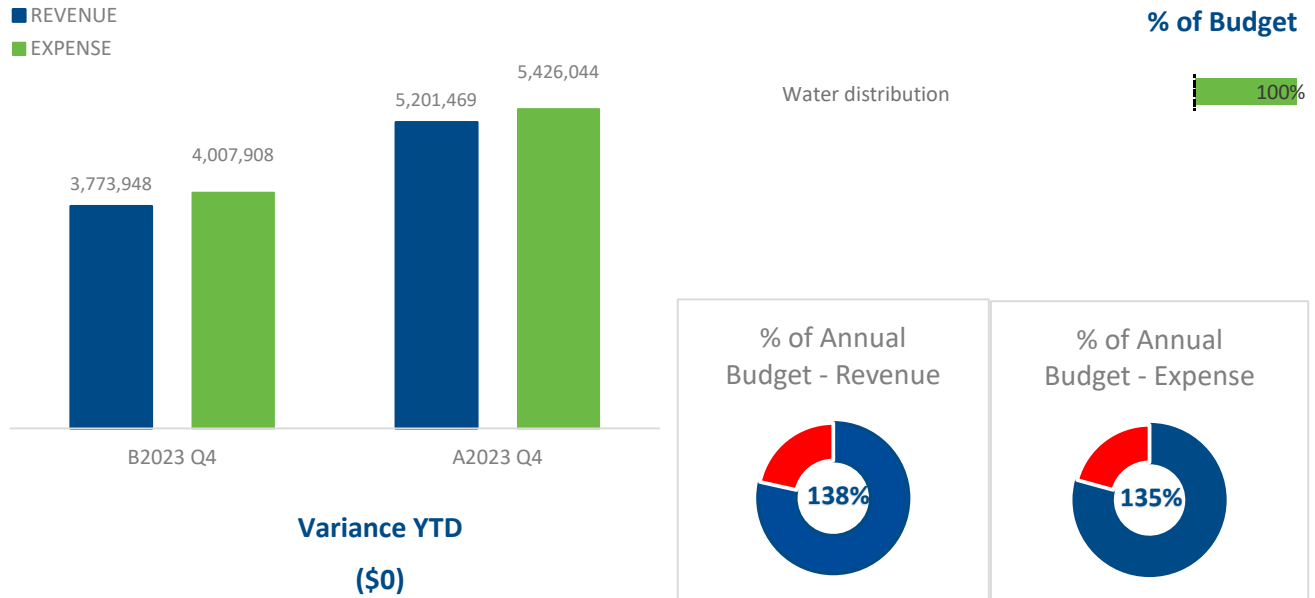
Enact the recommendations of the strategic waste management plan.

Actions	Target dates	Status at Dec. 31, 2023	Deliverables and/or key performance indicators
Implement the recommendations of the strategic waste management plan.	Q2 2023	On Track	Examine impact of three tonne cap implemented at the Leduc and District Regional Waste Management facility. <ul style="list-style-type: none">Information was presented at the June PWC meeting.The year end volume impact will be analyzed and presented at the February 2024 PWC meeting.
	Q2 2023	At Risk	Investigate costs and feasibility of implementing scan card system or other technologies for transfer station access cards. <ul style="list-style-type: none">No progress to date, this deliverable has been deferred.
	Q3 2023	At Risk	Investigate cost/resource implications/feasibility of expanded agricultural plastic recycling services. <ul style="list-style-type: none">No progress to date, this deliverable will be moved to Q1 2024.

Utilities - Water distribution

Q4 - 2023 Financial Reporting

Department Head - Des Mryglod



Water distribution

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	3,162,745	3,611,496	448,751	114%
<i>Other revenue from own sources</i>	461,254	1,430,639	969,385	310%
<i>Other transactions</i>	149,949	149,949	-	100%
Total Revenue	3,773,948	5,192,084	1,418,136	138%
<i>Earnings & benefits</i>	555,515	459,681	(95,834)	83%
<i>General services-contracted</i>	515,858	1,049,587	533,729	203%
<i>Purchases from other governments & agencies</i>	1,373,902	1,696,030	322,128	123%
<i>Goods, supplies & materials purchased</i>	219,916	373,731	153,815	170%
<i>Reserves, transfers & grants</i>	904,990	1,409,080	504,090	156%
<i>Financial service charges</i>	437,727	437,935	208	100%
Total Expense	4,007,908	5,426,044	1,418,136	135%
Surplus/(Deficit)	(233,960)	(233,960)	0	100%

Utilities - Water distribution

Q4 - 2023 Financial Reporting

Variiances

Sales of goods & services to individuals

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

Other revenue from own sources

- Interest on investments and penalty revenue was higher than anticipated.
- Contracted services revenues were higher than anticipated.

Earnings & benefits

- One vacant position in Q2, Q3 and Q4. One vacant position in Q1 and Q2.
- Seasonal staff worked less hours than anticipated.

General services-contracted

- Consulting services, engineering fees, and other professional services were higher than anticipated but offset by contracted services revenue.
- Repairs and maintenance to engineered structures and vehicle and equipment rentals were less than anticipated.

Purchases from other governments & agencies

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

Goods, supplies & materials purchased

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

Reserve, transfers & grants

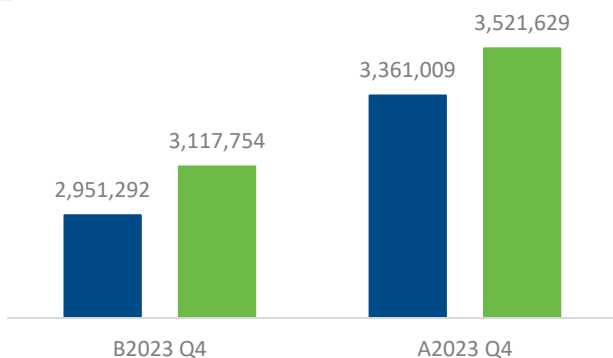
- Transfers to capital reserves was higher than anticipated.

Utilities - Wastewater collection

Q4 - 2023 Financial Reporting

Department Head - Des Mryglod

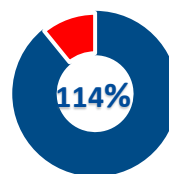
■ REVENUE
■ EXPENSE



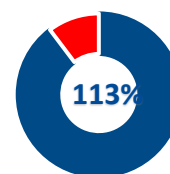
Variance YTD
(\$0)



% of Annual Budget - Revenue



% of Annual Budget - Expense



Wastewater collection

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	2,687,809	2,922,237	234,428	109%
<i>Other revenue from own sources</i>	263,483	432,929	169,446	164%
Total Revenue	2,951,292	3,355,167	403,875	114%
<i>Earnings & benefits</i>	403,263	347,184	(56,079)	86%
<i>General services-contracted</i>	294,477	243,290	(51,187)	83%
<i>Purchases from other governments & agencies</i>	1,624,036	1,977,981	353,945	122%
<i>Goods, supplies & materials purchased</i>	64,246	79,653	15,407	124%
<i>Reserves, transfers & grants</i>	565,270	706,506	141,236	100%
<i>Financial service charges</i>	166,462	167,015	553	100%
Total Expense	3,117,754	3,521,629	403,875	113%
Surplus/(Deficit)	(166,462)	(166,462)	0	100%

Utilities - Wastewater collection

Q4 - 2023 Financial Reporting

Variiances

Sales of goods & services to individuals

- Water sales were higher than anticipated in Nisku Business Park.

Other revenue from own sources

- Interest on investments was higher than anticipated.
- Contracted services revenue was higher than anticipated.

Earnings & benefits

- One vacant position in Q2, Q3 and Q4. One vacant position in Q1 and Q2.
- Seasonal staff worked less hours than anticipated.

General services-contracted

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

Purchases from other governments & agencies

- Wastewater transmission and treatment costs were higher than anticipated due to the additional wastewater collected and are offset by wastewater revenues.

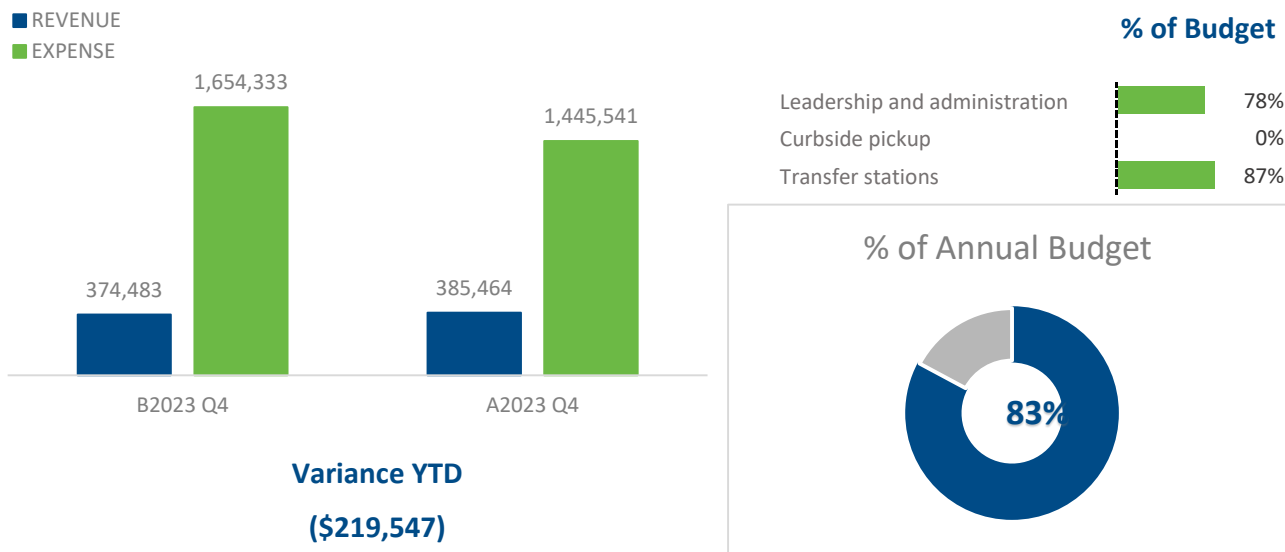
Reserves, supplies & materials purchased

- Transfers to capital reserves were higher than anticipated.

Utilities - Waste management

Q4 - 2023 Financial Reporting

Department Head - Des Mryglod



Leadership and administration

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Other revenue from own sources</i>	500	2,344	1,844	469%
<i>Conditional grants from other governments</i>	242,771	242,771	-	100%
Total Revenue	243,271	245,115	1,844	101%
<i>Earnings & benefits</i>	391,659	418,042	26,383	107%
<i>General services-contracted</i>	35,937	17,912	(18,025)	50%
<i>Purchases from other governments & agencies</i>	407,053	269,128	(137,925)	66%
<i>Goods, supplies & materials purchased</i>	9,568	6,801	(2,767)	71%
<i>Reserves, transfers & grants</i>	-	1,211	1,211	0%
Total Expense	844,217	713,094	(131,123)	84%
Surplus/(Deficit)	(600,946)	(467,979)	132,967	78%

Variations

Earnings & benefits

- Seasonal staff worked more hours than anticipated.
- More hours worked over the year to meet service requirements.

Purchases from other governments & agencies

- Landfill expenses were less than anticipated due to the impact of the tonnage cap.

Utilities - Waste management

Q4 - 2023 Financial Reporting

Curbside pickup

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to individuals</i>	121,992	120,670	(1,322)	99%
Total Revenue	121,992	120,670	(1,322)	99%
<i>Earnings & benefits</i>	27,413	26,358	(1,055)	96%
<i>General services-contracted</i>	60,129	53,762	(6,367)	89%
<i>Goods, supplies & materials purchased</i>	-	8	8	0%
<i>Reserves, transfers & grants</i>	34,450	40,542	6,092	118%
Total Expense	121,992	120,670	(1,322)	99%
Surplus/(Deficit)	-	-	-	0%

Variations

No significant variations.

Transfer stations

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
<i>Sales of goods & services to other governments</i>	5,004	7,000	1,996	140%
<i>Other revenue from own sources</i>	4,216	12,453	8,237	295%
Total Revenue	9,220	19,453	10,233	211%
<i>General services-contracted</i>	491,696	414,903	(76,793)	84%
<i>Purchases from other governments & agencies</i>	184,493	184,492	(1)	100%
<i>Goods, supplies & materials purchased</i>	11,935	12,382	447	104%
Total Expense	688,124	611,776	(76,348)	89%
Surplus/(Deficit)	(678,904)	(592,324)	86,580	87%

Variations

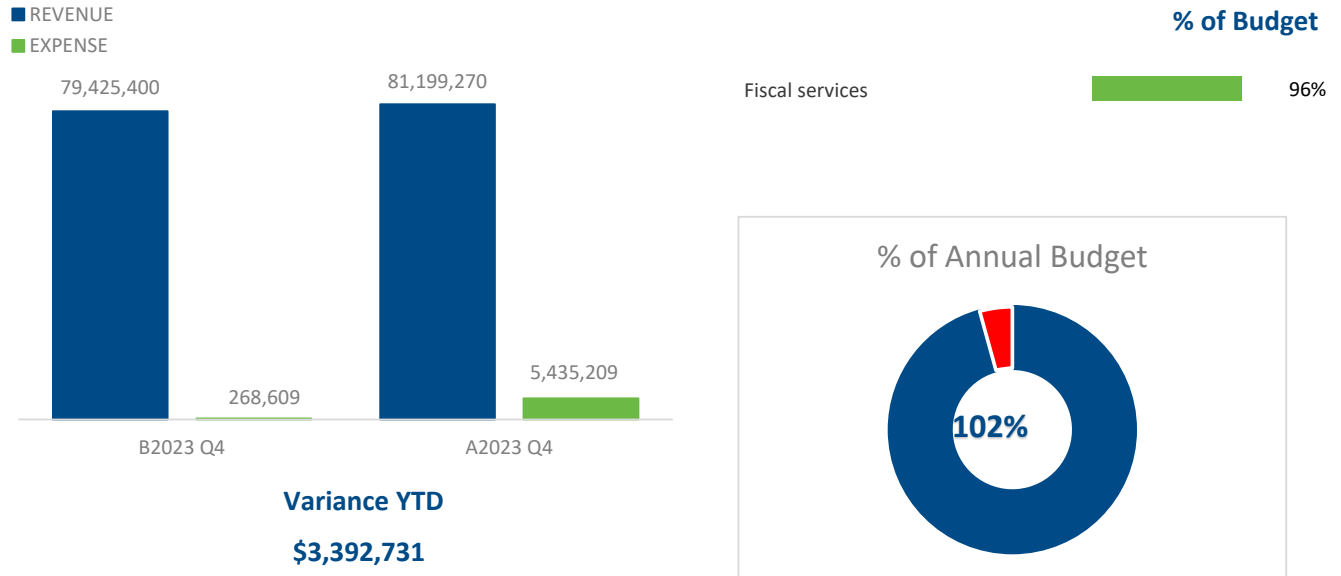
General services-contracted

- Metal bin rentals and transportation were less than anticipated.
- Repairs to engineered structures at the transfer stations were less than anticipated.

Fiscal Services

Q4 - 2023 Financial Reporting

Department Head - Natasha Wice



Fiscal services

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Taxes	78,010,374	77,857,920	(152,454)	100%
Taxes-grant in lieu	123,889	120,274	(3,615)	97%
Other revenue from own sources	938,301	2,866,290	1,927,989	305%
Unconditional grants from other governments	88,000	90,331	2,331	103%
Other transactions	264,836	264,456	(380)	100%
Total Revenue	79,425,400	81,199,270	1,773,870	102%
Reserves, transfers & grants	-	5,333,828	5,333,828	0%
Financial service charges	264,836	264,456	(380)	100%
Other transactions-general	3,773	(163,074)	(166,847)	-4322%
Total Expense	268,609	5,435,209	5,166,600	2023%
Surplus/(Deficit)	79,156,791	75,764,060	(3,392,731)	96%

Variations

Taxes

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

Other revenue from own sources

- Penalty revenue was more than anticipated.
- More investment revenue than anticipated.

Reserves, transfers & grants

- Unbudgeted carry forward and year-end surplus transfers to reserves.

Other transactions - general

- Variance due to year-end investment accruals.

Investment Summary

As at December 31, 2023

Interest received	\$	1,023,583
Gain/(loss) on sale of investments	\$	-
	\$	<u>1,023,583</u>

CIBC Portfolio Breakdown	Purchase Price	% of portfolio
Temporary and short-term (less than 1 year)	\$ 32,237	0%
Medium term (between 1 - 10 years)	\$ 37,249,169	95%
Long-term (10+ years)	\$ 2,096,556	5%
	\$ <u>39,377,961</u>	

CIBC statement

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

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

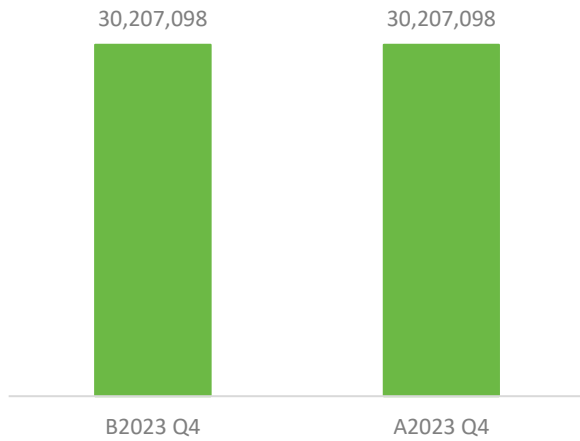
Requisitions expenditures

Q4 - 2023 Financial Reporting

Department Head - Natasha Wice

■ EXPENSE

% of Budget

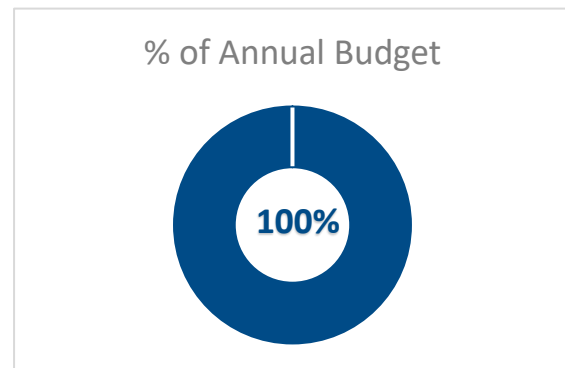


Requisitions



Variance YTD

\$0



Requisitions

Account	2023 budget	2023 Q4 actual	Variance (\$)	% of total budget
Total Revenue	-	-	-	0%
<i>Reserves, transfers & grants</i>	30,207,098	30,207,098	-	100%
Total Expense	30,207,098	30,207,098	-	100%
Surplus/(Deficit)	(30,207,098)	(30,207,098)	-	100%

Variations

No significant variations.



2023 Major Project and Capital Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2023

Major Project and Capital Project Summary		Budget	Actual	Variance
	Total	38,376,435	26,472,744	11,903,691
Total Expenditures		38,376,435	26,472,744	11,903,691

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	2,577,601	1,921,864	655,737
Grants				
	Canada Community Building Fund (Formerly named Gas Tax Fund)	160,375	160,375	-
	Municipal Sustainability Initiative (MSI) Operating	25,000	23,312	1,688
	Municipal Sustainability Initiative (MSI) Capital	2,041,060	1,909,341	131,719
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	605,648	605,770	(122)
Other				
	Reserves	6,624,052	6,327,581	296,471
	Utility Reserves	559,000	479,055	79,945
	Others	125,349	125,349	-
	Sale/Trade-In	226,000	251,656	(25,656)
	Sale/Trade-In Transfer to Reserve	(220,000)	(251,656)	31,656
Total Funding		12,724,085	11,552,647	1,171,438

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	3,217,007	380,508	2,836,499
Grants				
	Municipal Sustainability Initiative (MSI) Capital	2,097,132	1,250,126	847,006
	Municipal Sustainability Initiative (MSI) Operating	237,681	24,092	213,589
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,045,650	116,922	928,728
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	217,059	217,059	-

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Debenture (Local improvement)	800,000	1,000,400	(200,400)
	Debenture	9,000,000	5,383,191	3,616,809
	Utility Reserves	1,142,618	424,715	717,903
	Reserves	7,328,003	5,997,309	1,330,694
	Sale/Trade-In	248,000	12,738	235,262
	Sale/Trade-In Transfer to Reserve	(211,500)	(12,738)	(198,762)
	Offsite levy	250,000	125,776	124,224
Total Funding		25,371,650	14,920,097	10,451,553

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	140,000	-	140,000
Other				
	Reserves - MRT	140,700	-	140,700
Total Funding		280,700	-	280,700



2023 Major Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2023

Major Project Summary		Budget	Actual	Variance
	Major Projects	3,352,950	2,642,401	710,549
Total Expenditures		3,352,950	2,642,401	710,549

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	495,000	493,365	1,635
Grants				
	Municipal Sustainability Initiative (MSI) Operating	25,000	23,312	1,688
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	605,648	605,770	(122)
Other				
	Reserves	1,028,552	928,911	99,641
	Utility Reserves	45,000	42,053	2,947
Total Funding		2,199,200	2,093,410	105,790

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	448,360	283,751	164,609
Grants				
	Municipal Sustainability Initiative (MSI) Operating	237,681	24,092	213,589
	Prairies Economic Development Canada (formerly Western Economic Diversification Canada)	217,059	217,059	-
Other				
	Reserves	110,650	24,088	86,562
Total Funding		1,013,750	548,990	464,760

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	140,000	-	140,000
Total Funding		140,000	-	140,000

Project Name	2023 Final Budget	Total expenses as at December 31, 2023	Total Variance	Project Indicator	Status	Status Update
Kavanagh landfill reclamation - Year five of five	\$ 23,000	\$ 22,906	94		Completed	
Intersection Sparrow Drive and Hwy 625 assessment	\$ 20,000	\$ 19,800	200		Completed	
Municipal Development Plan interim review	\$ 15,000	\$ 3,359	11,641		Work in progress	Project expected to be completed in Q1, 2024. Delayed due to the realignment of schedule to ensure consistency with the Land Use Bylaw Update. Project carried forward to 2024.
Recreation cost share capital contributions	\$ 350,000	\$ 350,000	-		Completed	
Beaumont Sport and Recreation Centre contribution - Payment five of five	\$ 400,000	\$ 400,000	-		Completed	
2023 Citizen Satisfaction Survey	\$ 35,000	\$ 23,400	11,600		Work in progress	Project requirements have been finalized and the vendor selection process has been initiated.
Enterprise Content Management (ECM)	\$ 570,000	\$ 339,412	230,588		Work in progress	Configuration of permitting system in progress, completion target for Q2, 2024. Customer Relationship Management (CRM) has been deferred. OnBase data extract in progress and expected to be completed in Q1, 2024. ECM system has been implemented with department migrations in progress. Project carried forward to 2024.
North Nisku Local Area Structure Plan	\$ 140,000	\$ 8,498	131,502		Work in progress	Project is in the planning stage and is currently underway with technical consultant. Project carried forward to 2024.
Building lifecycle maintenance - Black Gold cost share	\$ 152,500	\$ 142,634	9,866		Work in progress	Curbing and power pedestals have been completed. The County Centre foyer design is in progress. Project carried forward to 2024.
Building lifecycle maintenance	\$ 110,000	\$ 110,542	(542)		Completed	
Nisku salt shed overhead door	\$ 40,000	\$ -	40,000		No activity	Project will not be started in 2023 due to significant cost increase for materials.
Labour force analysis	\$ 100,000	\$ -	100,000		No activity	Project will not be proceeding at this time.
Replacement of Firefighter Self Contained Breathing Apparatus (SCBA) - Year three of four	\$ 365,000	\$ 359,701	5,299		Completed	



**2023 Major Project Plan
Quarter 4 Reporting
For the period ending December 31, 2023**

Project Name	2023 Final Budget	Total expenses as at December 31, 2023	Total Variance	Project Indicator	Status	Status Update
Sunnybrook flush point installation	\$ 39,000	\$ 49,319	(10,319)		Completed	Additional excavation necessary due to the change in the location of the south flush point.
Transit needs assessment/feasibility study	\$ 23,750	\$ 15,199	8,552		Completed	
Recreation and Parks master plan	\$ 20,150	\$ 20,108	42		Completed	
Central Nisku Local Area Redevelopment Plan (CNLARP) (formerly Nisku Area Redevelopment Plan) - Year two and three	\$ 33,250	\$ 5,123	28,127		Work in progress	Project on hold, pending the completion of the transportation master plan.
Growth hamlets utilities capacity assessment	\$ 2,500	\$ 2,421	79		Completed	
Agenda management system	\$ 20,000	\$ 19,960	40		Completed	
Southern Country Residential Area Structure Plan (SCRASP)	\$ 6,700	\$ 10,022	(3,322)		Completed	Project over budget due to additional public engagement.
Records and Digital Information Plan - Year one implementation	\$ 6,600	\$ 6,600	-		Completed	
Business and Entrepreneur Centre (BEC) (formerly Business Retention and Expansion Centre)	\$ 742,500	\$ 641,468	101,032		Completed	
Land use bylaw update	\$ 18,000	\$ 14,950	3,050		Work in progress	Five open houses have been completed. Three open houses are scheduled in Q3 and Q4 of 2024. Council workshops have commenced; regulation review is underway and scheduled for Q1 and Q2 of 2024. Regulations written in new format with ongoing Council and public feedback. Project carried forward to 2024.
Financial software review	\$ 25,000	\$ 23,312	1,688		Completed	
County Centre - renovation design	\$ 50,000	\$ 11,615	38,385		Work in progress	Projected started in Q4, 2023 and will be completed in Q1, 2024. Project carried forward to 2024.
Nisku and East Vistas utilities capacity assessment	\$ 45,000	\$ 42,053	2,947		Completed	
Total	\$ 3,352,950	\$ 2,642,401	\$ 710,549			

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



2023 Capital Project Plan
Quarter 4 Reporting - Funding and Expenditures Summary
For the period ending December 31, 2023

Capital Project Summary		Budget	Actual	Variance
	Other Capital Projects	17,892,300	13,055,400	4,836,900
	Road Program	14,991,435	10,089,601	4,901,834
	Bridge Program	2,139,750	685,342	1,454,408
Total Expenditures		35,023,485	23,830,343	11,193,142

Completed Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	2,082,601	1,428,499	654,102
Grants				
	Canada Community Building Fund (Formerly named Gas Tax Fund)	160,375	160,375	-
	Municipal Sustainability Initiative (MSI) Capital	2,041,060	1,909,341	131,719
Other				
	Reserves	5,595,500	5,398,670	196,830
	Utility Reserves	514,000	437,002	76,998
	Others	125,349	125,349	-
	Sale/Trade-In	226,000	251,656	(25,656)
	Sale/Trade-In Transfer to Reserve	(220,000)	(251,656)	31,656
Total Funding		10,524,885	9,459,236	1,065,648

Work In Progress Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Municipal Taxes				
	Tax - General	2,768,647	96,757	2,671,891
Grants				
	Canada Community Building Fund (Formerly named Gas Tax Fund)	1,045,650	116,922	928,728
	Municipal Sustainability Initiative (MSI) Capital	2,097,132	1,250,126	847,006
Other				
	Debenture (Local improvement)	800,000	1,000,400	(200,400)
	Debenture	9,000,000	5,383,191	3,616,809
	Reserves	7,217,353	5,973,221	1,244,132
	Utility Reserves	1,142,618	424,715	717,903
	Sale/Trade-In	248,000	12,738	235,262
	Sale/Trade-In Transfer to Reserve	(211,500)	(12,738)	(198,762)
	Offsite levy	250,000	125,776	124,224
Total Funding		24,357,900	14,371,107	9,986,793

No Activity Project Funding Summary		Budget	Actual	Savings/(Over) Expenditures
Other				
	Reserve - MRT	140,700	-	140,700
Total Funding		140,700	-	140,700



2023 Capital Project Plan
Quarter 4 Reporting
For the period ending December 31, 2023

Project Name	2023 Final Budget	Total expenses as at December 31, 2023	Total Variance	Project Indicator	Status	Status Update
New Sarepta reservoir, pumphouse and bulk water station upgrade - Design	\$ 230,000	\$ 225,000	5,000		Completed	
Centennial Park campground playground replacement	\$ 60,000	\$ 59,288	712		Completed	
Sand spreader stands	\$ 100,000	\$ 97,195	2,805		Completed	
Replacement of a fire engine	\$ 849,000	\$ 848,952	48		Work in progress	Engine was delivered in Q1, 2024.
Genesee gravel property, remnant of NW1/4 33-50-3-W5M	\$ 2,000,000	\$ 2,001,175	(1,175)		Completed	Over budget due to title insurance premium.
Replacement of utility light truck - Unit 1530	\$ 63,000	\$ 59,322	3,678		Completed	
Replacement of utility light truck - Unit 1710	\$ 63,000	\$ 59,322	3,678		Completed	
Motor grader replacement	\$ 616,500	\$ -	616,500		Work in progress	Delivered in Q1, 2024. Project carried forward to 2024.
Motor grader replacement	\$ 616,500	\$ -	616,500		Work in progress	Delivered in Q1, 2024. Project carried forward to 2024.
Nisku west pump station upgrade - Construction	\$ 1,450,000	\$ 732,097	717,903		Work in progress	Work is expected to be completed in Q2, 2024 due to the delay in supply of back up power equipment. Project carried forward to 2024.
Sunnybrook wastewater lagoon renewal - Construction (Phase 1)	\$ 102,000	\$ 93,357	8,643		Completed	
Folder inserter	\$ 32,600	\$ 30,300	2,300		Completed	
Royal Oaks Estates infrastructure deficiencies	\$ 250,000	\$ 249,998	2		Completed	
15 avenue storm pond outfall replacement - Engineering	\$ 30,000	\$ 23,500	6,500		Completed	
2023 Bridge program	\$ 2,139,750	\$ 685,342	1,454,408		Work in progress	See bridge program summary.
2023 Road program	\$ 14,991,435	\$ 10,089,601	4,901,834		Work in progress	See road program summary.
Jubilee Park day use improvements	\$ 125,000	\$ 67,116	57,884		Work in progress	Playground was installed in Q3, 2023. Drainage improvements to be completed in Q2, 2024 due to supply issues. Project carried forward to 2024.
Signage implementation	\$ 252,000	\$ -	252,000		Work in progress	Project has been carried forward to 2024.
Nisku District South Fire Station	\$ 7,850,000	\$ 5,914,846	1,935,154		Work in progress	Remaining work to be completed by the end of Q4, 2024. Projects costs were significantly under budget, by approximately \$1.47 million. Project carried forward to 2024.
East water transmission line - Nisku - Design	\$ 250,000	\$ 125,776	124,224		Work in progress	Consultant has been selected, awaiting design drawings. Project carried forward to 2024.
Light duty sand spreader and snowplow	\$ 30,000	\$ 30,000	-		Completed	



2023 Capital Project Plan

Quarter 4 Reporting

For the period ending December 31, 2023

Project Name	2023 Final Budget	Total expenses as at December 31, 2023	Total Variance	Project Indicator	Status	Status Update
Urban servicing	\$ 545,000	\$ 58,375	486,625		Work in progress	Wheel loader front-mounted snow blower delivered in Q1, 2024. Tandem axle gravel truck ordered and will be delivered by the end of Q2, 2024. Project carried forward to 2024.
Tandem gravel/plow/sanding truck	\$ 365,000	\$ 363,550	1,450		Completed	
Motor grader replacement	\$ 520,000	\$ 518,900	1,100		Completed	
Motor grader replacement	\$ 520,000	\$ 518,900	1,100		Completed	
Nisku west pump station upgrade - design	\$ 12,500	\$ 12,500	-		Completed	
Wildland Meadows wastewater system project	\$ 817,500	\$ 1,000,400	(182,900)		Work in progress	Construction is complete. Final acceptance and landscaping of project to be completed by Q2, 2024. Project carried forward to 2024.
Nisku Septage Receiving Station (Transfer Station) Improvements	\$ 62,000	\$ 25,530	36,470		Completed	
Sale of roll 6600007 in New Sarepta	\$ (60,000)	\$ (60,000)	-		Completed	
Purchase New Sarepta land for ball diamond	\$ 140,700	-	140,700		No Activity	
Total	\$ 35,023,485	\$ 23,830,343	\$ 11,193,142			
						<i>Impact to schedule and/or budget</i>
						<i>Project completed and under budget</i>
						<i>Project completed and over budget</i>



2023 Road Program
 Quarter 4 Reporting
 For the period ending December 31, 2023

Project #	Traffic Volume (AADT*)	From	Work Description	2023 Final Budget	Total Expenses as at December 31, 2023	Variance	Project Indicator	Status	Status Update
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Major Roads

Design Engineering for 2024 major roads	2023-RD-001			Design	\$ 50,000	\$ 29,640	\$ 20,360		Work in progress	Preliminary 2024 budget is reviewed and projects are able to move forward to 2024. Project carried forward to 2024.
Township Road 510	2023-RD-002	8,070	Nisku Spine Road	Re-construction	\$ 9,000,000	\$ 5,383,191	\$ 3,616,809		Work in progress	The final lift was completed and the road was opened to traffic in Q4, 2023. The project will be carried forward to 2024 due to inclement weather. Carry forward work will include a shared use path, roadside drainage work, seeding and landscaping. Project carried forward to 2024.
Total					\$ 9,050,000	\$ 5,412,831	\$ 3,637,169			

Rural Roads

Township Road 502 (Chubocha Hwy)	2023-RD-003	445	RR 272	Rehabilitation	\$ 750,330	\$ 707,466	\$ 42,864		Completed	
Township Road 481 (Jubilee)	2023-RD-004	568	Hwy 795	Full Rehabilitation	\$ 780,100	\$ 704,676	\$ 75,424		Completed	
Last Link Program	2023-RD-005	338 420 - Summer	Hwy 795	Maintenance	\$ 280,000	\$ 218,947	\$ 61,053		Completed	
Rural Road Initiative	2023-RD-006				\$ 1,000,000	\$ 604,903	\$ 395,097		Completed	
Total					\$ 2,810,430	\$ 2,235,993	\$ 574,437			

Subdivisions

Lakeshore Drive and United Street (Mission Beach), Township Road 474	2023-RD-007	110, and 233 at RR 15		Rehabilitation	\$ 835,130	\$ 821,699	\$ 13,431		Completed	
Gillwood Beach	2023-RD-008	84		Repair	\$ 160,375	\$ 167,547	\$ (7,172)		Completed	
Total					\$ 995,505	\$ 989,246	\$ 6,259			

Nisku

Nisku Spine Road Design - 50% cost share with City of Leduc	2023-RD-009		Airport Road	Design	\$ 150,000	\$ -	\$ 150,000		Work in progress	Detailed design started in Q3, 2023. Project carried forward to 2024.
Nisku Spine Road and 41 Ave intersection - left turn bay design and construction	2023-RD-010	483	41 Ave	Construction	\$ 390,000	\$ 71,935	\$ 318,065		Work in progress	Engineering design is completed, coordinating with City of Edmonton for their signal construction. Project carried forward to 2024.
Total					\$ 540,000	\$ 71,935	\$ 468,065			

Carry forward projects

Township Road 510 Design (Nisku Spine Road to County Limit)	2020-RD-014			Design	\$ 105,500	\$ 104,855	\$ 645		Completed	
Land expropriation - Nisku Spine Road	2012-103			Land expropriation	\$ 1,490,000	\$ 1,274,742	\$ 215,258		Completed	
Total					\$ 1,595,500	\$ 1,379,597	\$ 215,903			

Total road program \$ 14,991,435 \$ 10,089,601 \$ 4,901,834

*AADT - Annual average daily traffic

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



2023 Bridge Program
 Quarter 4 Reporting
 For the period ending December 31, 2023

Project #	Existing Surface	Work Description	2023 Final Budget	Total Expenses as at Dec 31, 2023	Variance	Project Indicator	Status	Status Update
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In order of priority

BF 72211 Range Road 15 between Township Road 484 and 490	2023-BF-001	Culvert	Replacement	\$ 460,000	\$ 45,584	\$ 414,416		Work in progress	Engineering in progress, right of way acquisition is underway. Project carried forward to 2024.
BF 72265 Range Road 264 between Township Road 500 and 502	2023-BF-002	Bridge Structure	Maintenance	\$ 320,140	\$ 255,629	\$ 64,511		Completed	
BF 08509 Township Road 500 between Range Road 43 and 42	2023-BF-003	Culvert	Maintenance	\$ 72,278	\$ 44,879	\$ 27,399		Completed	
BF 85317 Township Road 492 between Range Road 24 and 25	2023-BF-004	Culvert	Replacement	\$ 400,000	\$ 44,774	\$ 355,226		Work in progress	Engineering in progress, right of way acquisition is underway. Project carried forward to 2024.
BF 00905 Township Road 490 between Range Road 255 and 260	2023-BF-005	Bridge Structure	Maintenance	\$ 185,650	\$ 26,564	\$ 159,086		Work in progress	Bridge maintenance work completed in Q4, 2023 but road paving will be carried forward to 2024. Project carried forward to 2024.
BF 08512 Range Road 264 between Township Road 490 and 492	2023-BF-006	Bridge Structure	Maintenance	\$ 60,344	\$ 44,533	\$ 15,811		Completed	
BF 06940 Township Road 484 between Range Road 265 and 271	2023-BF-007	Bridge Structure	Maintenance	\$ 117,292	\$ 78,826	\$ 38,466		Completed	
BF 70082 Township Road 482 between Range Road 12 and 13	2023-BF-008	Bridge Structure	Maintenance	\$ 67,381	\$ 50,228	\$ 17,153		Completed	
BF 74970 Range Road 12 north of intersection with Township Road 500	2023-BF-009	Culvert	Maintenance	\$ 73,967	\$ 46,998	\$ 26,969		Completed	
BF 13993 Township Road 482 between Range Road 22 and 23	2023-BF-010	Culvert	Maintenance	\$ 31,948	\$ 25,470	\$ 6,478		Completed	
				\$ 1,789,000	\$ 663,484	\$ 1,125,516			

Carry forward projects

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

* AADT - Annual average daily traffic

\$2,139,750 \$ 685,342 \$1,454,408

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



Operating Fund Reserve Schedule

For the period ended December 31, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at Dec. 31, 2023
Legacy fund	4,320,000.00	500,000.00	646,914.23	4,466,914.23
Stabilization and contingency	12,149,836.17	7,446,188.25	1,291,429.03	5,995,076.95
Special purpose	8,427,341.74	886,666.92	3,471,320.58	11,011,995.40
Utilities	2,038,714.40	42,053.20	95,715.01	2,092,376.21
	26,935,892.31	8,874,908.37	5,505,378.85	23,566,362.79

(3,369,529.52)

Net change in reserves



Capital Fund Reserve Schedule

For the period ended December 31, 2023

	Actual balance as at Dec. 31, 2022	Applied 2023 actual	Additions 2023 actual	Actual balance as at Dec. 31, 2023
Asset lifecycle management	14,708,759.75	2,979,510.47	2,831,507.53	14,560,756.81
Special purpose	681,977.69	680,520.00	225,833.00	227,290.69
Statutory	3,020,137.15	442,193.84	1,126,624.65	3,704,567.96
Utilities	3,948,746.76	936,565.86	2,052,578.97	5,064,759.87
	22,359,621.35	5,038,790.17	6,236,544.15	23,557,375.33

1,197,753.98

Net change in reserves