

ACCOUNTABILITY REPORT

Q3 2023

JANUARY 16 2024



ROCKY VIEW COUNTY

INTRODUCTION

The Rocky View County Accountability Report provides residents and partners regular information about the organization's operations, projects, and progress on our strategic plan in a format that is both informative and straight forward. This report is produced in the spirit of our values – accountability, leadership, and integrity – and aims to provide consistent and transparent information to the community.

The Q3 2023 report is the second of our quarterly accountability reports. The report is comprised of three major sections which include some noteworthy highlights:

Priority Projects

- Three projects were completed in Q3:
 - Organizational Excellence Project: delivered the Rocky View County People Strategy, which was developed based on best practice research, a culture survey of employees, and stakeholder engagement. The People Strategy will guide future programs and initiatives directed at creating a shared vision that fosters collaboration, enables a modern work environment that ensures adaptability and inclusivity, and enhances productivity, fairness, and consistency in leadership.
 - Governance Improvement Project: delivered a Governance Committee structure, new Council templates, agenda forecasting, accountability reporting, and Council self-assessment to improve the County's governance.
 - Solar Farm Project: delivered the Municipal Land Use Suitability Tool to assist Administration and Council in identifying the most suitable locations for renewable energy development. This tool will inform the new Municipal Development Plan with regard to renewable energy.

Strategic Plan

- **Effective Service Delivery:** the County made significant progress on the development of the Service Management Framework, which will better define County services, service levels, costs, and risks. The project is on schedule and will be delivered in Q4. The delivery of the People Strategy will support the County's objective of increasing employee engagement and improving service delivery. A significant volume of engagement and communication activities were delivered in Q3 to help increase citizen awareness and input to County programs and initiatives.
- **Financial Prosperity:** Council approved a Terms of Reference and budget adjustment for the Prairie Gateway Initiative, a partnership with the City of Calgary to establish an industrial corridor on the eastern side of Calgary. This project will lead to significant development opportunities for the County.
- **Thoughtful Growth:** the County continued the work of updating the Municipal Development Plan, which will guide our planning decisions into the future. Public engagement for the MDP will begin in Q4 2023.

Operational Updates

- Building Services continues to see a significant increase in the volume of building (32%) and sub-trade (23%) inspections over 2022.
- Enforcement has seen a nearly 50% increase in bylaw reports over 2022.
- Communications has significantly increased the County's social media presence with the launch of a public information campaign, tripling the number of social media posts in Q3 2023 over Q3 2022.
- The County's Health and Safety program has shown an improvement in safety measures, including a decrease in injuries and overall cost of equipment damage.

INTRODUCTION

Financial Update

- On September 30, 2023, The County had an overall surplus of \$62.1 million. This variance is expected to become a favorable variance of \$7.6 million at year-end.
- As of September 30, 2023, \$11.8 million of the total County capital budget of \$44.4 million has been spent or committed. The County's delayed start to constructing roads and bridges and delays in delivery timelines of fleet inventory will result in a significant portion of the current capital budget being carried forward into 2024.
- The County must remain within a regulation-stipulated debt-to-revenue percentage per the Municipal Government Act. The debt limit is 1.5 times the County's revenue (as defined in Alberta Regulation 255/2000), and the debt service limit is calculated at 0.25 times such revenue. As of September 30, 2023, the County is within its debt-to-revenue limits, utilizing approximately 29% of total debt limits.
- The County reserve accounts are trending as budgeted with a year-to-date increase of \$1.5M. Funding from the reserve accounts is completed as part of the county's year-end financial reporting package process. Quarterly activities on the reserve accounts comprise funding of external parties (grants issuances) and receipt of external contributions or interest on external revenues.

MAJOR PROJECTS: Q3

PRIORITY PROJECTS							
Project Name and Description	Project Progress	Project Budget	Actual to 09/30/23	RFP/Consultant Information	Project Status	Target completion	% Complete
Asset Management Developing an Asset Management Framework for the County.	Project charter and plan in development. Council Briefing on Asset Management scheduled for February 2024.	\$200,000	\$0	RFP in progress		Q4 2025	20%
Customer Service Strategy Develop a strategy to understand and address evolving customer demands and ensure consistent, optimized and positive customer service experiences.	A request for proposals (RFP) was issued in September 2023 for a consultant with the expertise to guide the County in the development of the strategy. MNP was awarded the contract, and the project will be underway in early November.	\$150,000	\$0	MNP		Q2 2024	10%
Soft Levy Strategy Developing a framework and methodology for a soft services levy bylaw.	First reading of the Soft Levy Bylaw planned for December 12, 2023.	\$250,000	\$85,612	Mooreview Consulting		Q4 2023	80%
Area Structure Plans (ASPs) Prioritization of key ASP projects (Springbank, Conrich, Janet) to ensure their steady progression and successful completion.	Springbank: Engagement summary and land use strategy will presented at the January Governance Committee. Conrich: Draft ASP will be presented to Council Q1 2024 Janet: Withdrawn from CMRB. Servicing Report will be presented to Council in Q1 2024.	N/A	N/A	N/A		Q4 2024	85% (Springbank) 75% Conrich) 95% (Janet)

MAJOR PROJECTS: Q3

Project Name and Description	Project Progress	Project Budget	Actual to 09/30/23	RFP/Consultant Information	Project Status	Target completion	% Complete
Economic Development Strategy Developing a five year strategy for Business and Economic Development.	The Economic Development Strategy will be presented November 28, 2023 to Council for approval.	\$35,000	\$14,492	Ascent		Q4 2023*	95%
Service Capacity Review Developing a program and service framework that describes the County's services with consideration to cost, risk, and level of service delivered.	Service Management Framework will be delivered in October 2023, and Council and Administration will be trained. An implementation plan will be delivered prior to project conclusion (November 17, 2023). Service costs will be a new feature in the 2024 Budget.	\$750,000	\$455,259	KPMG		Q4 2023	88%
Governance Improvement Improving the County's governance process through implementation of a new committee, governance coaching, and new templates and processes.	Deliverables: New Council Templates Council Agenda Forecasting Quarterly Accountability Reporting Council Self-Assessment Regular CAO Updates	N/A	N/A	N/A		<i>Project Complete</i>	100%
Solar Farm Strategy Developing a Municipal Land Use Suitability Tool to assist Administration and Council in identifying the most suitable locations for renewable energy development.	Deliverables: Municipal Land Sustainability Tool, which will inform future policy development and be incorporated into the new Municipal Development Plan (MDP).	\$80,000	\$70,800	Mistakiis		<i>Project Complete</i>	100%
Organizational Excellence Strategy Developing a strategy that guides the culture and programs required to support and enable a corporate culture that reflects the values of County employees.	Deliverables: People Strategy. An implementation is in development and several initiatives underway.	\$80,000	\$95,777	MNP		<i>Project Complete</i>	100%

MAJOR PROJECTS: Q3

Project Name and Description	Project Progress	Project Budget	Actual to 09/30/23	RFP/Consultant Information	Project Status	Target completion	% Complete
Long-Term Financial Forecast Developing a long term financial forecast to provide insight into future financial capacity and shift organizational thinking towards the consideration of longer-term implications.	Deliverables: Long-Term Financial Forecast, which has been used to inform the development of a corporate Asset Management Program and the 2024 Capital Budget.	\$75,000	\$39,722	Mooreview Consulting		<i>Project Complete</i>	100%
Strategy Refresh Developing Key Performance Indicators for the County's Strategic Plan to improve progress and accountability.	Deliverables: Strategic Objectives & Key Performance Indicators, which have been integrated into the County Strategic Plan and are being reported on through the Accountability Report.	\$75,000	\$75,000	Deloitte		<i>Project Complete</i>	100%

MAJOR PLANNING PROJECTS							
Municipal Development Plan (MDP) Review Development of a new MDP that aligns with the Municipal Government Act and Regional Growth Plan (RGP). Will serve as a road map for orderly, efficient, and sustainable growth in Rocky View County over the next 20 years.	Phase 1: will conclude in October 2023 with the presentation of the MDP Review Background Report to Governance Committee. Phase 2: Draft Plan & Engagement will be underway in Q3 and continue through to Q3 2024.	\$250,000	\$40,000	McElhanney Ltd.		Q1 2025	25%

MAJOR PROJECTS: Q3

Project Name and Description	Project Progress	Project Budget	Actual to 09/30/23	RFP/Consultant Information	Project Status	Target completion	% Complete
Aggregate Resource Plan (ARP) Developing an ARP that is sensitive to stakeholder requirements & responsive to the diverse development conditions. Will define clear locational criteria to guide the development of aggregate resource extraction projects.	The Advisory Committee was established and met twice in Q3. The draft ARP was reviewed and discussed, and the committee was also given an aggregate site tour. The Committee will meet again in Q4 to discuss challenges for aggregate resource development and long-term goals for the committee.	\$75,000 (Phase 1)	\$6,500	Barbara McNeil		Q1 2025	40%
Joint Planning Areas (JPA) Development and adoption of a Terms of Reference to govern the development of a Context Study. Outcomes will inform new municipal statutory plans and amendments to the Regional Growth Plan (RGP) and guide Calgary Metropolitan Region Board (CMRB) decision-making.	Phase 1 (Initiation) was completed with the appointment of the Trilateral Joint Planning Area committee. Phase 2 (Gap Analysis & Prioritization) will get underway in Q4 2023, and will include meetings of the Joint Planning Area Committees.	\$25,000 (Phase 1 & 2)	\$0	Invisitec Consulting		Q3 2025	30%
Land Use Bylaw Amendments Make amendments to Land Use Bylaw C-800-2020 in a phased approach. The amendments will be executed in 4 phases with each phase to be presented at a Council Briefing, Governance Committee, and Public Hearing of Council.	Phase 1: Business Live-Work, Special Function Business and Home Based Businesses was carried out, and is set to conclude with reports to Council October 31, 2023. Phase 2: will begin in Q4 with an update to Governance Committee scheduled for January 2024.	N/A	N/A	N/A		Q4 2024	45%

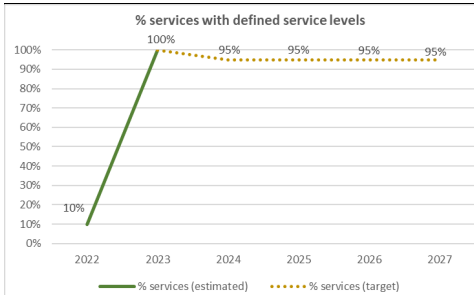
STRATEGIC PLAN: Q3

EFFECTIVE SERVICE DELIVERY

Objective SE1 Services levels are clearly defined, communicated, and transparent to citizens



KPI SD 1.1 → Percent of services with defined services levels



KEY MILESTONES

- Service Capacity Project has identified service levels for 100% of the County's services.

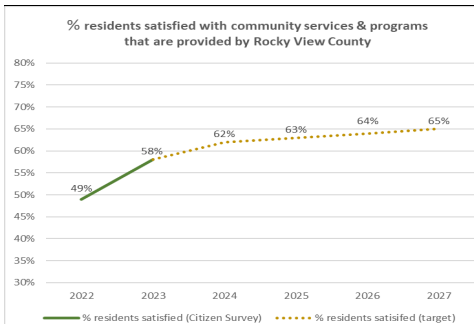
NEXT STEPS:

- Complete Service Capacity Project and deliver the Service Management Framework. Develop an implementation plan and review cycle to ensure service levels are continuously updated, monitored, and reported on.

Objective SE2 Services are resourced and delivered to specific groups as intended, and citizens are satisfied with the outcomes



KPI SD 2.1 → Percent of citizens satisfied with the range of County services available/delivered



KEY MILESTONES

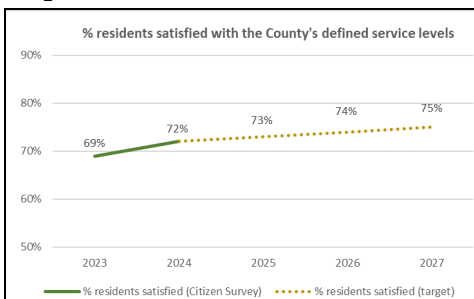
- Budget 2024 provided an opportunity to engage with citizens about the services the County provides, promoting greater knowledge and awareness.

NEXT STEPS

- Leverage the Service Management Framework to improve communication and engagement with citizens regarding County-delivered services.
- Integrate service view into the 2024 Budget presentation to increase awareness of County services and costs.



KPI SD 2.2 → Percent of citizens satisfied with the County's defined service levels



KEY MILESTONES

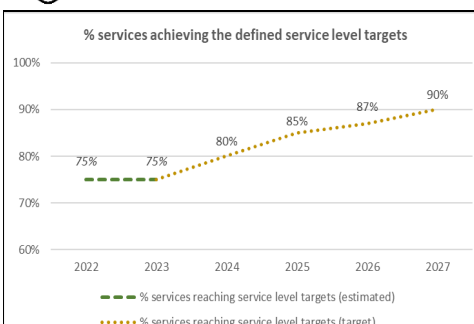
- Service Capacity Project has defined service levels for all services, which can be used to communicate with the public about what they can expect.

NEXT STEPS

- Leverage the Service Management Framework to improve communication and engagement with citizens regarding service levels. Opportunities include 2024 Citizen Survey, future budget engagement, etc.



KPI SD 2.3 → Percent of services achieving defined service level targets



KEY MILESTONES

- Service Capacity Project has identified measures for the County's 54 help to be used to monitor achievement of service levels.

NEXT STEPS

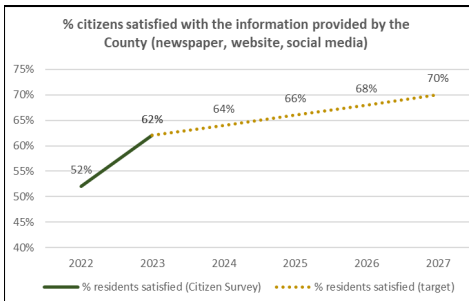
- Develop and implement a monitoring and reporting process for service levels.

STRATEGIC PLAN: Q3

Objective SD3 Citizens are satisfied with Public Engagement opportunities and availability of information



KPI SD 3.1 → Percent of citizens satisfied with the information provided by the County



KEY MILESTONES

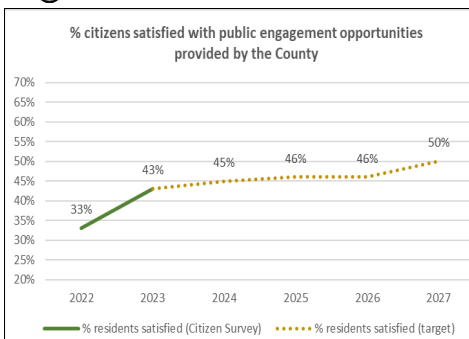
- Conducted Agricultural Tour, showcasing the County's agribusinesses.
- LinkedIn Videos, showcasing the County as an employer of choice.
- Emergency Management Safety Campaign, in response to provincial wildfires.

NEXT STEPS

- Continue to implement the approved Communications Strategy.



KPI SD 3.2 → Percent of citizens satisfied with the public engagement opportunities provided by the County



KEY MILESTONES

- Specific engagement includes the Springbank Area Structure Plan, Economic Development Strategy, and Soft Levy Bylaw engagement.
- 2024 Budget Engagement, which had record-breaking participation.
- County Open House, inviting residents to explore County services.
- Launch of Engagement Website, a digital platform that provides a central hub for community interaction.

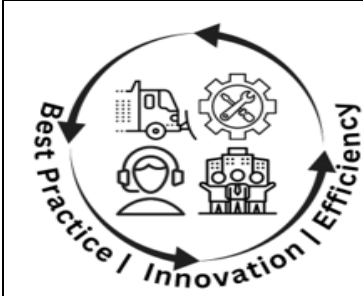
NEXT STEPS

- Finalization and approval of the County Engagement Strategy.
- Review of Policy C-191 - Public Participation Policy - in February 2024.

Objective SD4 Services are continually assessed for improvements in cost efficiency, effectiveness, and customer experience



KPI SD 4.1 → Percent of services that are assessed annually for innovation opportunities and have demonstrable efficiency improvements.



KEY MILESTONES

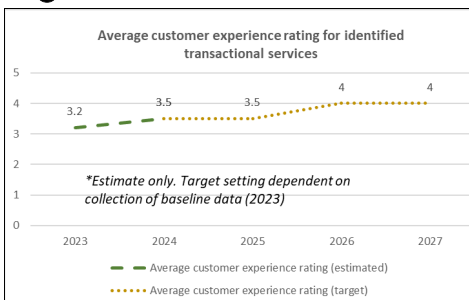
- Commenced a current state analysis of Recreation, Parks & Community Support.
- Administration commenced a comprehensive review of the County Government structure.

NEXT STEPS:

- Administration will draft a Service Improvement Framework to support the prioritization of services for assessment. Recreation, Parks & Community Support will serve as a pilot for 2024.



KPI SD 4.2 → Average customer experience rating for identified transactional services.



KEY MILESTONES

- Council approved funding for a project to develop a Customer Service Strategy.
- Planning Department completed and communicated improvements to the pre-application process and commenced regular Customer & Stakeholder Feedback Surveys.

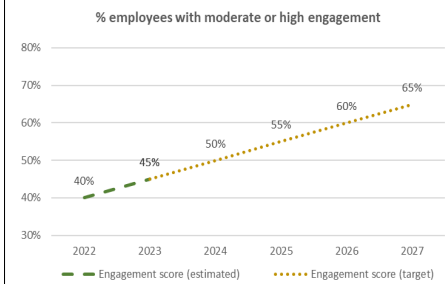
NEXT STEPS

- Commence the Customer Service Strategy project.

STRATEGIC PLAN: Q3



KPI SD 4.3 → Employee Engagement Score



KEY MILESTONES

- Implementation of the People Strategy, including some key initiatives: update to the Learning & Development Policy, Safety Eyewear Pilot, and Employee Appreciation Week.

NEXT STEPS:

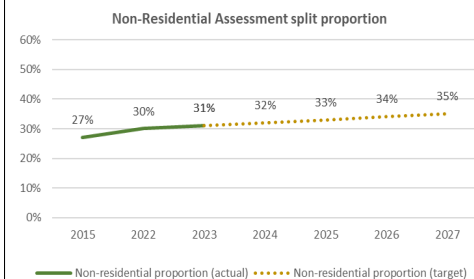
- Continue implementation of the People Strategy.
- Conduct Employee Wellness & Workplace Flexibility Survey.

FINANCIAL PROSPERITY

Objective FP1 *Successfully planning and managing tax revenues between residential and non-residential landowners*



KPI FH 1.1 → Residential/Non-Residential Assessment Split Ratio as set out in the Assessment Diversification Policy



KEY MILESTONES

- Prairie Gateway Initiative underway, a partnership between City of Calgary and Rocky View County, to establish an industrial growth corridor along Calgary's southeast boundary.

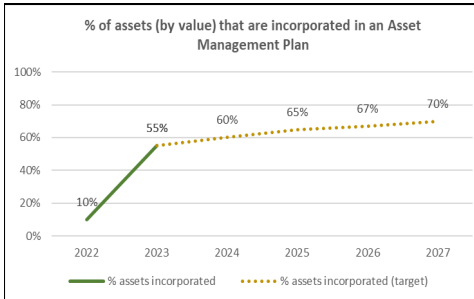
NEXT STEPS:

- Complete Economic Development Strategy, present to Council for approval.

Objective FP1 *Ensuring County remains financially sustainable for future generations*



KPI FP 2.1 → Percent of assets (by value) that are incorporated in an Asset Management Framework



KEY MILESTONES

- Approval and funding of the Asset Management Project (July 2023).
- Gap analysis of County asset inventory complete.

NEXT STEPS

- Develop Utility and Building asset inventories.
- Complete Infrastructure Report.
- Council Briefing in February 2024.

STRATEGIC PLAN: Q3

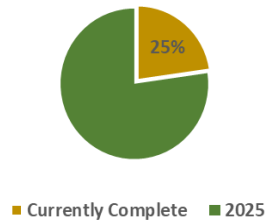
THOUGHTFUL GROWTH

Objective TG1 *Ensuring County remains financially sustainable for future generations*



KPI TG 1.1 → Complete new Municipal Development Plan (MDP) in alignment with the Regional Growth Plan (RGP) within legislated timelines

% completion of new MDP



KEY MILESTONES

- Phase 1 (Initiation and Planning) complete with the delivery of the Review Background Report.

NEXT STEPS

- Phase 2 (Draft Plan & Engagement) will commence, which will include community and stakeholder engagement.



KPI TG 1.2 → Complete Area Structure Plans (ASPs) in alignment with the Regional Growth Plan (RGP) and Council priorities



KEY MILESTONES

- Janet ASP Servicing Plan reworked to align with the Regional Growth Plan; resubmitted to Calgary Metropolitan Region Board (CMRB).
- Springbank ASP public engagement completed.
- Conrich ASP public engagement underway.

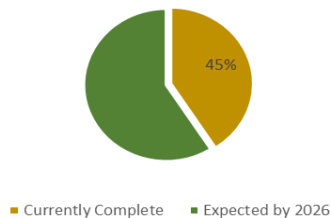
NEXT STEPS

- Janet ASP recommendation from CMRB.
- Draft Springbank ASP for Q1 2024 public hearing.
- Prepare Conrich ASP for Q1 2024 public hearing.



KPI TG 1.3 → Update Land Use Bylaw (LUB) to implement land use strategies created in MDP and ASPs

Progression of Updates to LUB



KEY MILESTONES

- Phase 1 examining Business Live-Work (B-LWK), Special Purpose – Future Urban Development (S-FUD), Special Function Business (SFB), Home-based Business – continued.

NEXT STEPS

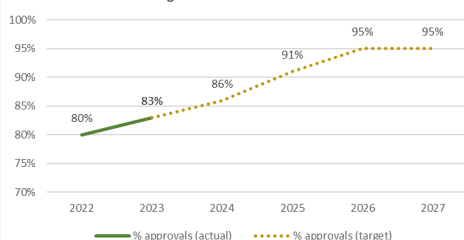
- B-LWK, S-FUD, SFB, and Home-Based Business (Phase 1) to Council October 31, 2023.
- Develop scope of work and timelines for Phases 2-3 of the project.

Objective TG1 *Clearly defining land use policies and objectives for the County*



KPI TG 2.1 → Percent of land use approvals that are supported/aligned with the Regional Growth Plan & MDP

% of land use approvals that are supported/aligned with the Regional Growth Plan & MDP



KEY MILESTONES

- In Q2 2023, Council approved Administration's recommendation in alignment with policy 82.4% of the time. This compares to 87.5% in Q2.

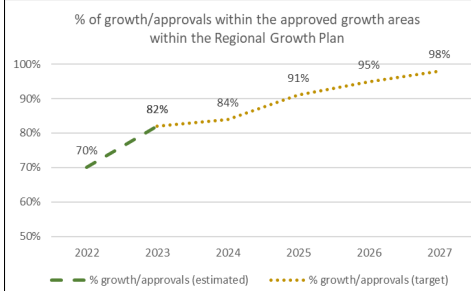
NEXT STEPS:

- Planning will continue to improve reports, templates, and policy analysis.

STRATEGIC PLAN: Q3



KPI TG 2.2 → Percent of growth/approvals within the approved growth areas within the Regional Growth Plan



KEY MILESTONES

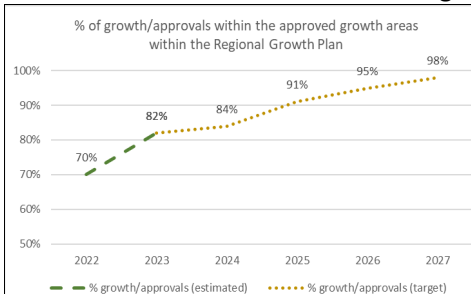
- Aligning statutory documents to Regional Growth Plan to ensure growth occurs in approved areas.

NEXT STEPS

- Continue updates and alignment.



KPI TG 2.3 → Percent of statutory plans that align with the Regional Growth Plan and receive an approval recommendation from Calgary Metropolitan Regional Board (CMRB) Administration



KEY MILESTONES

- The County has revised the Janet ASP to align the servicing plan with the requirements of the Regional Growth Plan and has resubmitted it for CMRB consideration.

NEXT STEPS

- CMRB Administration recommendation for Janet ASP expected in Q4 2024.
- Springbank and Conrich ASP submission to CMRB expected in early 2024.

Objective TG2 Demonstrating leadership within the CMRB and leveraging the County's strategy for growth within the Regional Growth Plan



KPI TG 3.1 → Percent of County statutory plans, challenged by a CMRB member municipality, despite CMRB Administration approval recommendations.



KEY MILESTONES

- There have been no challenges to Rocky View statutory plans by a CMRB member municipality as of Q3 2023.

NEXT STEPS

- Administration will continue to work in partnership with regional municipalities to ensure a collaborative approach to statutory plans.



KPI TG 3.2 → Percent of Technical Advisory Groups (TAGs) with active County Administrative participation



KEY MILESTONES

- In Q3, Administration had 100% participation, attending all 8 Technical Advisory Group meetings held, and contributing 79 staff hours to preparation, attendance, and follow up.

NEXT STEPS

- Administration will continue active participation in all TAGs, as per Council direction.

OPERATIONAL UPDATES

AGRICULTURAL AND ENVIRONMENTAL SERVICES

PROJECTS AND INSPECTIONS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Approved Alternative Land Use Services Projects	3	4	0	0	0	0
Fields Inspected for Clubroot	0	0	0	0	611	554
Weed Inspection Cases	0	0	0	110	573	526
Educational/Outreach Programs Executed	16	10	5	0	3	3

Alternative Land Use Services (ALUS) Projects: while ALUS projects can occur throughout the year, approvals predominantly take place in the first quarter. This explains the decrease in activity from Q2 to Q3.

Fields inspected for clubroot were down in 2023, however, the number of inspections is dependent on the canola field inventory. Weed inspections increased considerably in 2023, due to both an increase in complaints and proactive inspections.

ROADSIDE MAINTENANCE

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Roadsides Mowed- Annual Program (%)	0	0	70%	40%	100%	100%
Roadsides Controlled for Invasive Weeds (%)	0	0	0	5%	100%	100%

Mowing and spraying programs in Q3 were executed fully. The average time to close service requests was 12.4 hours.

BUILDING SERVICES

INSPECTIONS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Inspections Completed: Building	552	1,189	1,053	1,495	1,256	1,544
Inspections Completed: Subtrade	844	1,573	1,683	1,928	1,726	2,056

Building Services continues to see a significant increase in inspections as compared to 2022. Year to date, there has been a 32% increase in building inspections and a 23% increase in subtrade inspections as compared to 2022.

PERMITS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Permits Issued: Building	275	237	355	318	375	395
Permits Issued: Subtrade	943	780	1,211	848	1,194	1,152

OPERATIONAL UPDATES

The number of building permits issued in Q3 is up slightly as compared to the same period last year, and up nearly 20% from Q2 2023. While sub-trade permits issued is down slightly as compared to the same period in 2022, they are up 26% from Q2. This can be attributed to regular fluctuations but also to the department handling a greater volume of large or higher-value projects.

CAPITAL AND ENGINEERING SERVICES

CAPITAL PROJECTS

	2023		
Metric	Q1	Q2	Q3
Capital Projects - On Track	16	31	22
Capital Projects - Total	17	36	26

Ten capital projects were completed in Q3, bringing the total number of underway projects for 2023 down to 26. Eighty-five percent of the County's capital projects are on track.

ENGINEERING PROJECTS

	2023		
Metric	Q1	Q2	Q3
Engineering Projects - On Track	3	3	3
Engineering Projects - Total	5	5	5

The number of Engineering projects remains unchanged in Q3, with 60% being on track. Resources were allocated to the most critical projects, with less critical project timelines having been extended.

PLANNING CIRCULATION RESPONSE TIME

	2023		
Metric	Q1	Q2	Q3
Circulation Responses: On Time	63%	62%	77%
Circulation Responses: 1 Week Past	17%	18%	11%
Circulation Responses: 2 Weeks Past	20%	20%	12%

Capital & Engineering Services improved their circulation response in Q3, increasing by 15% to 77% on time.

OPERATIONAL UPDATES

COMMUNICATIONS AND ENGAGEMENT

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Reviews/Communications for Council & Board Meetings	19	15	51	81	17	18
Public Notices and County Reviews	63	59	61	61	88	65
Safe & Sound Notifications	137	140	172	110	165	46
Social Media Posts	117	112	104	326	102	324
Weekly Media Clippings	12	13	13	13	14	11
StaffSource Requests	45	59	55	50	23	29
Media Requests	48	33	48	29	40	15

A media relations strategy, part of the 2023-2025 Communications & Engagement Strategy, is successfully lowering the number of media requests. By proactively providing information to media partners, the County has fewer follow-up requests for additional details. Additionally, the County's social media presence has tripled in 2023 with the addition of a digital media coordinator.

PROJECTS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Active Key Projects	69	73	73	80	4	4
Communication Projects	102	132	164	162	58	53

Significant Communications & Engagement projects include:

- County Open House: Our municipal building transformed into a hub of interaction, inviting residents to explore the inner workings of the County. Through hands-on experiences with operational equipment and insightful conversations with staff, residents gained a deeper appreciation of the County's dedication to quality service delivery.
- Budget Engagement: Breaking records in participation, this year's budget engagement process magnified the voice of our community. The valuable feedback gathered has been instrumental in shaping decisions that align with public sentiment and service expectations.
- LinkedIn Videos: Targeting potential employees, this series positioned the County as an employer of choice, demonstrating our commitment to attracting and retaining top talent, which in turn benefits the community through enhanced services.
- Emergency Management Safety Campaign: In response to an extreme provincial wildfire season, our proactive educational initiative kept residents informed and prepared, highlighting our dedication to ensuring a safe and informed community.
- Engagement Website Launched in July: This new digital platform, a testament to our evolving engagement program, has become a central hub for community interaction. It's a symbol of our unwavering commitment to listening, transparency, and participatory governance.

OPERATIONAL UPDATES

CUSTOMER CARE & SUPPORT

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Calls: Business Hours	9,504	9,672	14,332	12,090	12,726	11,066
Calls: After Hours	391	423	601	740	576	448
Incoming E-mails (questions@rockyview.ca)	485	577	601	530	701	631
Work Requests	120	150	98	130	111	138

Incoming calls and email correspondence in 2023 are down slightly as compared to the same quarter last year, however, Customer Care & Support is experiencing similar or slightly higher demand in 2023. Customer Care & Support continues to see a steady increase in the volume of work requests received, which primarily involve internal administrative tasks from other departments. This increase in workload reflects both the growth of the organization and the wide array of support that is available within the Customer Care & Support department.

ECONOMIC DEVELOPMENT

A new Manager for Economic Development was hired September 5, 2023. Collection of economic development metrics began at that time and will be reported in Q4. The Economic Development Strategy is scheduled for completion in Q4.

ENFORCEMENT SERVICES

PHONE CALLS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Phone Calls Received – After Hours	66	71	95	173	95	224
Phone Calls Received – Regular Hours	301	477	463	649	463	621

TRAFFIC

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Commercial Vehicle Checks	85	95	142	205	84	128
Traffic Interactions/Stops	2,107	3,938	2,498	2,970	2,384	3,170

BYLAW

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Bylaw Reports	365	596	454	670	537	892

As of Q3 2023 Enforcement Services has seen increases in volume across all metrics as compared to 2022. Though the increase is explained in part by better tracking methods, there has also been an overall increase in complaints. Notable is the 45% increase in phone calls and the 49% increase in bylaw reports.

OPERATIONAL UPDATES

FIRE & EMERGENCY SERVICES

In Q3 2023, Fire Services achieved several significant milestones. A new fire response contract was established with Wheatland County, alongside a mutual aid agreement with Kneehill County, enhancing regional collaboration and emergency support. During this quarter, Fire Services also successfully supported the Wings Over Springbank three-day event with their emergency response services and participated in the Rocky View County Open House on July 20, 2022, to engage with the community. In staffing advancements, Dave McMahon was appointed as the new District Fire Chief of Training, and the team expanded with the hiring of four Paid Per Call Firefighters for Madden, Irricana, and Langdon Stations, as well as 11 Part Time Firefighters for Elbow Valley, Springbank, Bearspaw, and Balzac Fire Stations.

The completion of the Live Fire Training Facility marked a significant enhancement in training infrastructure. Furthering their commitment to continuous learning, twenty-seven members attended an Electric Vehicle training course hosted by an external stakeholder. Additionally, a federal grant enabled the provision of a resiliency-based mental health program by Wayfound, empowering public safety employees to proactively manage their mental health.

NUMBER OF INCIDENTS (TOTAL BY STATION)

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
BALZAC	124	145	167	207	205	217
BEARSPAW	82	87	105	107	114	129
BEISEKER	3	9	7	11	12	8
CROSSFEILD	29	40	32	44	54	69
ELBOW VALLEY	44	40	51	78	62	77
Head Quarters (HQ) ¹	0	3	0	31	0	95
IRRICANA	24	26	37	64	54	44
LANGDON	74	107	101	149	127	122
MADDEN	20	12	24	26	21	26
REDWOOD MEADOWS	41	40	24	64	47	62
SPRINGBANK	78	83	97	151	115	140
ANY STATION ²	0	1	63	119	10	2

¹ HQ refers to any responses that required a Chief Officer in attendance on the scene.

² Any Station refers to stations that are mutual aid partners, not contracted service areas.

Elbow Valley has continued to see exponential growth in residential traffic and has increased call volumes over the last year by 20%. The traffic increase has been largely due to the Hwy 8 construction and corridor use of Stoney Trail for access from Calgary. Madden Fire Station call volume has increased by 19% due to the increase in motor vehicle collisions. Contract stations continue to increase in call volume while serving our residents. In comparison from 2022 to 2023 there has been an average of 13% increase in call volume in contracted areas in Rocky View County.

OPERATIONAL UPDATES

FIRE SERVICES & ACTIVITIES

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Fire Inspections ¹	11	15	44	41	10	30
Fire Investigations ²	17	37	18	33	19	27
Public Education Events ³	3	6	8	14	11	9

¹Fire inspections were a combination of fire inspections, licensing inspections, special events and or complaints.

²Fire investigations were reported to the Office of the Fire Commissioner, and they involved structures, vehicles and equipment.

³Events were a combination of fire hall tours, community events, and presentations to school aged children.

COMPARISON OF CALLS & RESPONSES

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Fire (Structure, Vehicle, Grass etc.)	105	74	162	256	193	238
Motor Vehicle Collision	118	147	163	182	169	229
Medical Assist	141	184	181	240	247	244
Alarms	100	135	110	160	151	191
Other	67	53	79	96	61	90

The largest increase on response type has been in the 'Other' response category, with the most increased call type being gas leak/rupture due to the numerous commercial and residential construction projects throughout the County. Public Hazard mitigation has also increased as firefighters continue to ensure roadway safety for residences and power utility investigations. Structure Fires, Grass Fires, and Vehicle Fires have continued an upward trend of 19% when comparing year to year quarter statistics. Motor vehicle calls increased by 26% and alarms calls by 21%. We have seen an increase in traffic in all transportation corridors and increased roadwork and detours. Development throughout the County continues which is reflected in the increase of alarms calls for commercial buildings.

Fleet Maintenance

We continue to work with our fleet maintenance contractor in developing a current assessment of fleet strengths and weaknesses. In the same quarter we also saw increased down time for maintenance and repairs due to parts supply, scheduled maintenance as per Provincial Regulations and Fire Underwriters Survey Requirements, and pump performance and capability assessment.

As Wildfires were very prevalent in the province, we were unable to assist our provincial partners with equipment and staffing given our operational needs.

Staffing

The Platoon Captains Pilot Project continues to provide support for headquarters and staff while exceeding expectations and enhancing day to day operations. Fire Services continues to source a candidate to fill the role of Assistant Chief of Prevention.

OPERATIONAL UPDATES

An Awards Ceremony for members that were receiving both Federal and Provincial Awards for years of service. Nominations were received from fire services members for the Distinguished Service Award for 2023, and the award went to a deserving firefighter from Irricana Station.

LEGISLATIVE & INTERGOVERNMENTAL SERVICES

Legislative Services

SUB-DIVISION APPEAL BOARD (ARB)

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
SDAB Hearings Held ¹	1	1	12	8	3	5
SDAB Appeals Received	0	6	23	13	10	14
SDAB Decisions Made	1	0	4	8	13	5
Withdrawals sent to LPRT	0	2	0	0	0	3 ²
SDAB Decisions Appealed	0	0	0	2	3	0

¹ Appeals are not always heard in the same month they are received; the department has a 30-day window to schedule a hearing after receiving an appeal. This discrepancy can sometimes create a disparity between the number of appeals received and the hearings held.

² A withdrawal and a hearing being sent to LPRT does not occur. Q3 data shows 3 withdrawals but none were sent to LPRT.

ASSESSMENT REVIEW BOARD (ARB)

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Assessment Review Board (ARB) Hearings Held	0	0	2	0	3	6
Composite Assessment Review Board (CARB) Appeals Received	0	0	52	72	2	0
CARB Decisions Made ¹	0	0	0	0	0	5
Local assessment Review Board (LARB) Decisions Made	0	0	3	1	0	0
LARB Appeals Received	6	5	7	9	0	0

Intergovernmental Services

REGIONAL PARTNERS

Regular Intermunicipal Committee (IMC) meetings between elected officials and senior administration foster relationships, resolve issues, and seek collaboration opportunities. Throughout Q3, 2023, IMC meetings occurred with the City of Airdrie and the City of Chestermere.

The following intergovernmental agreements were completed:

- Solid Waste Agreement with City of Airdrie extended.
- Fire Services Agreement with City of Airdrie renewed.
- Memorandum of Understanding (MOU) with Village of Beiseker clarifying roles in Mutual Aid Agreement.

OPERATIONAL UPDATES

CALGARY METROPOLITAN REGION BOARD (CMRB)

Administration participated in eight technical advisory group meetings, which equated to 79 staff hours, and provided support to elected officials for four CMRB Board and committee meetings, which equated to 31 staff hours.

PEOPLE AND CULTURE

EMPLOYEE HEADCOUNT

	2023		
Metric	Q1	Q2	Q3
Permanent Employees - <i>Total Count</i>	317	311	324
Permanent Employees - <i>Total Operating</i>	328.5	328.5	344.5
Permanent Employees - <i>Vacancy</i>	11.5	17.5	20.5
Permanent Employees - <i>Rate</i>	4%	6%	6%

Part time Fire Fighter - <i>Count</i>	116	112	110
Part time Fire Fighter - <i>Total Operating</i>	120	120	120
Part time Fire Fighter - <i>Vacancy</i>	4	8	10
Part time Fire Fighter - <i>Rate</i>	3%	7%	8%

Paid Per Call Fire Fighter - <i>Count</i>	66	72	68
Paid Per Call Fire Fighter - <i>Total Operating</i>	90	90	90
Paid Per Call Fire Fighter - <i>Vacancy</i>	24	18	22
Paid Per Call Fire Fighter - <i>Rate</i>	27%	20%	24%

Totals	2023		
	Q1	Q2	Q3
Count	518	557	525
Total Operating	538.5	538.5	554.5
Vacancies	39.5	43.5	52.5
Vacancy rate	7%	8%	9%

The County experienced an increase in overall FTEs in Q3 resulting from Council's approval of 16 new positions to support strategic priorities. Recruiting to these new vacancies is disruptive to the organization's operational services as considerable amount of time spent by Managers, hiring panels, and support teams in managing recruitment processes. However, the realization of benefits from the additional FTE will start to materialize in Q4. Note that the majority of Seasonal Employees will be ending their terms throughout the Fall.

OPERATIONAL UPDATES

TENURE

	2023		
Metric (% of staff)	Q1	Q2	Q3
Less Than 1 Year	15%	17%	14%
1 to 5 Years	31%	30%	35%
6 to 10 Years	22%	22%	20%
Over 10 Years	32%	31%	31%

The length of service among County staff is consistently distributed across all categories, and there have been no substantial changes observed from Q2 to Q3.

TURNOVER

	2023		
Metric	Q1	Q2	Q3
Involuntary	1%	1%	1%
Voluntary	3%	5%	3%

Staff turnover has remained relatively consistent from Q2 to Q3.

HEALTH & SAFETY

	2023		
Metric	Q1	Q2	Q3
Injuries	12	12	2
Dollar Loss Damage Incidents: < 1,000 (\$)	17	22	35
Dollar Loss Damage Incidents: 1,000 - 4,999 (\$)	5	5	7
Dollar Loss Damage Incidents: 5,000 - 9,999 (\$)	3	1	0
Dollar Loss Damage Incidents: 10,000 - 19,999 (\$)	1	0	0
Dollar Loss Damage Incidents: 20,000 - 49,999 (\$)	1	0	0

The County's Health and Safety metrics are showing an increase in the positive predictive indicators, coupled with a decrease in injuries and overall cost of equipment damage. Q3 had no significant costs related to equipment damage. These indicators demonstrate the effectiveness of the County's Safety Program and that it is delivering the intended results.

OPERATIONAL UPDATES

PLANNING SERVICES

INQUIRIES

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
E-mails	1,100	1,172	-	1,345	1,232	1,730
Calls	- ¹	1,119	-	1,260	976	1,019
Counter Visits	222	299	312	359	269	361

¹ Data not available: the department's tracking for the initial half of 2022 was impacted by various factors, leading to either incomplete or unreliable data for that time frame. These challenges were addressed and mitigated as the year unfolded, and the process of tracking and recording data has significantly improved. Over time, this comparison data will improve for each quarter, allowing for a more comprehensive analysis of trends and developments.

The overall volume of Planning Department inquiries has generally increased as compared to 2022. Notably, in Q3 2023 there was a 22% increase in emails over Q2, and a nearly 30% increase over the same period the previous year. The speculative reason is due to the increasing number of developments across the County, and points to the need to improve information available online. The Planning customer service team continue to improve inquiry response times and are consistently within the 24-hour response time set for the service area.

DEVELOPMENT

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Pre-application Meetings Held	-	18	-	17	-	33
Development Permit Applications Rendered	103	83	-	74	100	84
Development Permit Applications Received	125	117	63	116	126	129
RPRs (<i>Real Property Reports</i>) Processed	158	150	-	164	203	145

The number of Development Permit (DP's) received by the department has remained consistent and is expected to reach the annual average of 450 by the end of year.

APPLICATIONS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Planning Application Decisions Rendered	29	24	-	26	27	26
Planning Applications Received	47	29	63	46	57	33
Percent Subdivision Applications Processed Within Time Frame (6mo)	42%	47%	-	53%	33%	71%
Percent Planning Applications Processed Within Time Frame (10mo)	48%	46%	-	100%	44%	68%

Planning Services continues to make progress on reducing timelines for processing planning applications and subdivisions. Planning Services targets 80% of applications being processed within the desired service delivery timeframes (6 months for subdivision and 10 months for planning), and though the target is not being consistently reached, there are significant improvements over 2022. In Q3, subdivision application processing improved by 18%; all applications were delegated to Administration, which helped with achieving timelines. Planning

OPERATIONAL UPDATES

applications for this period have improved by 24% on Q3 2022, showing continued stability in the department, process improvements, and additional staff added since mid-2022 (first temporary, then converted to permanent). The progression of some legacy applications to Council, which in some cases have taken over a year, is lowering the reported performance, but overall the average time for a decision has reduced.

Circulations & Plans

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Intermunicipal Planning Circulations	62	69	76	67	38	67
Active Area Structure Plans	3	2	3	3	3	5

The volume of intermunicipal planning circulations and Area Structure Plans (ASPs) has remained relatively consistent as compared to 2022. Currently the Planning department is working on the Janet, Conrich, and Springbank ASPs (see Priority/Major Projects update). Bearspaw ASP has recommenced in Q3, and Planning is also providing ongoing support towards the Prairie Gateway project.

RECREATION, PARKS & COMMUNITY SUPPORT

APPLICATIONS & PERMITS

	Q1		Q2		Q3 ³	
Metric	2022	2023	2022	2023	2022	2023
Funding Applications Processed (total)	35 ¹	29	30	63	-	-
Special Event Applications Processed	- ²	- ²	56	63	56	50
Special Event Permits Issued	13	13	13	23	39	29

¹ Due to tracking limitations, data from this time is an estimate.

² Data not available for Q1 due to tracking limitations.

³ Applications are not accepted or considered in Q3.

FUNDING APPROVED

	Q1		Q2		Q3 ³	
Metric	2022	2023	2022	2023	2022	2023
Funding Approved: FCSS (\$)	854,000.00	884,300.00	- ¹	- ¹	-	-
Funding Approved: Recreation (\$) ²	400,000.00	433,945.00	1,200,000.00	3,286,050.00	-	-
Funding Approved: Library (\$)	-	-	663,830.00	687,400.00	-	-
Funding Approved: Specialized Transportation (\$)	-	-	303,500.00	403,000.00	-	-
Funding Approved: Total (\$)	1,254,000.00	1,318,245.00	2,167,330.00	4,376,450.00	-	-

¹ While FCSS funding is distributed quarterly, it's important to note that the approval process takes place in late fall for the upcoming year. Therefore, the funding approved will only appear in Q1.

² Recreation funding includes standard recreation grants as well as Langdon Special Tax grants (specific to Langdon amenities and programs) and emergency funding for recreation and community facilities that serve County residents.

³ There are no funding approvals conducted in Q3.

OPERATIONAL UPDATES

COMMUNITY OUTREACH

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Community Connections	224	235	300	240	300	270
Hours Spent in the Community	61	64	75	78	100	34

Q3 2023 saw an increase in community connections as compared to Q2, but were down slightly from the same period in 2022. Q3 2023 saw a decline in the number of hours spent in the community, as compared to both Q2 2023 and Q3 of 2022. The high number of hours in 2022 can be explained by two special engagements, one for the Langdon recreation facility and one for the Springbank recreation facility, which resulted in additional hours. Additionally, in Q3 2023, the community tended to prefer more online meetings, rather than face to face meetings in the community.

UTILITY SERVICES

SOLID WASTE & RECYCLING

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Self Haul Tonnage Collection (MT): Organics	46	17	133	71	79	55 ¹
Self Haul Tonnage Collection (MT): Recycling	149	132	127	133	148	144
Self Haul Tonnage Collection (MT): Garbage	349	321	401	337	355	388 ²
Number of Self-Haul Site Visits	11,120	9,984	13,164	14,597	14,597	15,607 ²
Curbside Customers	1,824	1,859	1,824	1,864	1,824	1,893
Curbside Tonnage Collection (MT): Organics	122	141	268	281	255	253
Curbside Tonnage Collection (MT): Recycling	95	102	79	85	77	79
Curbside Tonnage Collection (MT): Garbage	252	256	203	214	187	205 ³
Service Requests (SR's) Solid Waste & Recycling	167	75	246	136	159	166
Waste Guide App subscribers	242*	408*	314*	441*	345	473

¹Branches are not yet included in the 2023 organics tonnage as they are gathered and processed once per year.

²Self-haul sites were open one extra operational day (Saturday) in Q3, resulting in increased visits and tonnage.

³Curbside collections saw an increase in customers and number of households upsizing their garbage carts.

*Q1 & Q2 data for 2022/23 has been updated due to calculation error

UTILITY OPERATIONS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Volume of Treated Water (m3)	168,058	203,345	228,427	295,544	303,691	324,432 ³
Volume of Treated Wastewater (m3)	314,919	272,490	400,728	340,788	365,210	358,623
Utility Connections: Water Customers	303 ¹	304	303 ¹	305	303	306
Utility Connections: Wastewater Customers	2,887 ¹	2,887	2,887 ¹	2,933	2,887	2,959
Utility Connections: Water & Wastewater Customers	1,234 ¹	1,257	1,234 ¹	1,270	1,234	1,290
Service Requests (SR's) - Utility Services	62	64	27	96	47	174 ⁴

OPERATIONAL UPDATES

¹ 2022 utility customers were tallied annually; therefore the 2022 data represents the total number of customers for that year. Utility customer data tallies changed to quarterly starting in Q2 2023.

² The tracking of Service Requests (SR) was implemented in 2022. Since April 2023 improvements have been made in documenting these SR's.

³ 2023 water usage increased compared to 2022. This was due to commercial developers utilizing portable meters for construction and flushing purposes, and hydrant meter flushing. This increase also reflects customer growth. The degree of increases observed in Q1 and Q2 2023 are not seen in Q3 due to many customers practicing water conservation during hot dry summer months.

⁴ Service Requests (inquiries) have almost doubled since Q2, and more than tripled over the same period in 2022. This is due to our efforts to be more proficient in creating Service Requests for all Utility Services inquiries.

TRANSPORTATION SERVICES

SNOW AND ICE EVENTS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Priority 1 Number of Snow and Ice Events	33	29	5	3	0	0
Priority 1 Snow and Ice Response Within <u>36 Hours</u>	33	29	5	3	0	0
Priority 2 Number of Snow and Ice Events	33	29	5	3	0	0
Priority 2 Snow and Ice Response Within <u>60 Hours</u>	33	29	5	3	0	0

In 2022 and 2023, Transportation Services consistently reported a 100% response rate to snow and ice events within the prescribed service level. Specifically, for priority 1 roads, this target is set at 36 hours, while for priority 2 roads, it is 60 hours. Q3 did not see any snow events, as expected.

SERVICE REQUESTS, PERMITS & APPLICATIONS

	Q1		Q2		Q3	
Metric	2022	2023	2022	2023	2022	2023
Total Service Requests (SR's) initiated and actioned	268	422	315	363	246	235
Permits and Applications Processed (Road Use, Heavy Haul, Ag)	915	945	906	1,059	1,100	1,294

2023 has seen a 23% increase in services requests for the department. This increase is primarily driven by environmental factors like drought, flooding, and drifting. It is worth noting that these numbers fluctuate annually, and as the County's population continues to grow, so will the demand and the subsequent service requests.

Permits and applications processed have increased by 13% in 2023 compared to the same period in 2022.

FINANCIAL UPDATE

Municipal Operations

The overall municipal operations variance is expected to become a \$7.6 million favorable variance at year-end primarily due to:

- Higher than anticipated revenues of \$6.6M: Includes investment interest revenues of \$2.6M, building and development permit revenue of \$3.6M, traffic fines and fire services revenue of \$492K, and tax penalty revenue of \$279K. This is offset by a reduction in tax revenue (\$324K).
- Higher than anticipated cost saving of \$1.0M: because of reduced staffing cost due to vacancies, leave of absence, and unused training.

Total 2023 budget increased by \$3.8M from Q2 to Q3 due to the following approved budget adjustments:

- Highway 1 & RR33 Interchange Improvements (\$2M),
- Strategic Investments to Advance the County's Strategy Program (\$804K),
- Prairie Economic Gateway Initiative (\$785K),
- Adjustment Required to Address Budget Shortfall in the CAO Office (\$150K).
- Increase in Community Social Support Programs (36K),
- 2022/23 EMPP Grant for Emergency Management Preparedness Training (\$25K)

Municipal Operations	Projected Variance to December 31, 2023
(in millions of dollars)	2023 Year End Surplus
Total TAX Supported Surplus (Deficit)	12.7
Total Utility Surplus (Deficit)	-5.1
Total Combined Surplus (Deficit)	7.6

Capital Spend

The total capital budget of \$44.4 million consists of the current year and the prior year's carry-forward amounts. As of September 30, 2023, \$11.8 million of the total County capital budget has been spent or committed.

Attachment C contains variance analysis on individual major/significant projects. Major projects in the County are defined as projects with a budget equal to or greater than \$1.0 million.

CAPITAL EXPENDITURES INCURRED TO DATE			
As of Sept 30, 2023			
	BUDGET	ACTUAL	BUDGET REMAINING
Recreation, Parks & Community Support	\$ 150,000.00	\$ -	\$ 150,000.00
Information Technology	340,800	80,979	259,821
Fire Services & Emergency Management	438,400	70,938	367,462
Capital Project Management	40,423,100	9,532,635	30,890,465
Transportation Services *	75,000	726,213	(651,213)
Operational Services	2,917,000	1,400,363	1,516,637
Financial Services	93,800	3,350	90,450
Total Capital Expenditures Incurred to Date	\$ 44,438,100	\$ 11,814,477	\$ 32,623,623
*The budget for Transportation Services capital expenses is currently sitting in the Operating Budget where it was initially budgeted			

FINANCIAL UPDATE

Debt Limit Calculation

As of September 30, 2023, the County had \$59.0 million of long-term debt outstanding, which consisted of \$56.5 million in capital debt and \$2.5 million in operating debt. The county is trending to \$53.7 million at year's end. Additional details are shown in Attachment D.

Debt Limit Calculation as of Sept 30, 2023	September 30, 2023	December 31, 2023
Total Debt Limit (revenue as of Dec 31, 2022)	202,878,003	202,878,003
Total short-term debt	-	-
Total long-term debt	(59,094,843)	(53,798,504)
Total amount of debt limit unused	\$ 143,783,160	\$ 149,079,499
Debt servicing limit	33,813,001	33,813,001
Debt servicing	(9,218,626)	(8,109,308)
Amount of debt servicing limit unused	\$ 24,594,374	\$ 25,703,693

Reserves

As of September 30, 2023, the County had recognized a \$1.5 million increase in reserves for a balance of \$141.9 million, consisting of an increase for the unallocated tax, set at the 2023 budget approval, to the tax stabilization Reserve of \$2.2M, accrued interest to the public reserve of \$2.0M, and interest revenue for the Utility Off-site Levy Reserve accounts of \$119K. This amount is offset by the transfer to revenue of the 2022 Carry Over of (\$2.3M), general grants to the community via public reserve (\$435K), and the transfer to revenue of the 2022 FCSS surplus (\$32K) from the Tax Stabilization Reserve. Additional details on reserve accounts are shown in Attachment E.

RESERVES SUMMARY As of September 30, 2023				
DESCRIPTION	2023 BEGINNING BALANCE	ADDITIONS	REDUCTIONS	2023 YTD BALANCE
Operating	\$ 3,367,441	\$ -	\$ 2,319,648	\$ 1,047,793
Capital	36,765,473	2,062,774	435,115	38,393,132
Off-Site Levy	39,986,655	119,428	-	40,106,083
Other (TSR & Lib)	59,211,877	2,183,800	31,621	61,364,056
Utilities	1,018,974	-	-	1,018,974
	\$ 140,350,420	\$ 4,366,002	\$ 2,786,384	\$ 141,930,038

Rocky View County

STATEMENT OF OPERATIONS By Divisions

For the Period Ended Sept 30th, 2023

		Budget to Sept 30, 2023	Actual As At Sept 30, 2023	Variance As At Sept 30th 2023 Favourable / (Unfavourable)	2023 Budget	% of Budget Utilized at Q3	Forecasted Actuals at Dec 31st 2023	Forecasted Variance at Dec 31st 2023 Favourable / (Unfavourable)	Percentage Variance Forecasted by Year End	Notes
Revenues										
	20 - CHIEF ADMINISTRATIVE OFFICER	324,725	355,936	31,211	2,497,400	14%	1,891,714	(605,686)	(24 %)	2
	30 - CORPORATE SERVICES	2,904,175	9,684,468	6,780,293	6,544,300	148%	13,792,594	7,248,294	111 %	3
	40 - COMMUNITY SERVICES	6,513,695	10,291,086	3,777,391	11,160,200	92%	14,622,853	3,462,653	31 %	4
	50 - OPERATIONS	38,858,148	28,890,971	(9,967,177)	115,475,000	25%	86,543,450	(28,931,550)	(25 %)	5
	PROPERTY TAXES/EMERGENCY SERVICES LEVY	144,584,400	144,260,823	(323,577)	144,584,400	100%	144,260,823	(323,577)	(%)	6
Total Revenues		193,185,143	193,483,284	298,142	280,261,300	69%	261,111,434	(19,149,866)	(7 %)	
Expenses										
	10 - COUNCIL	687,750	640,868	46,882	917,000	70%	884,497	32,503	(4 %)	1
	20 - CHIEF ADMINISTRATIVE OFFICER	6,162,300	4,454,046	1,708,254	8,267,000	54%	7,756,417	510,583	(6 %)	2
	30 - CORPORATE SERVICES	13,013,800	13,574,189	(560,389)	20,511,800	66%	24,444,343	(3,932,543)	19 %	3
	40 - COMMUNITY SERVICES	26,919,675	24,041,837	2,877,838	39,258,300	61%	38,166,967	1,091,334	(3 %)	4
	50 - OPERATIONS	86,934,000	47,881,990	39,052,010	155,341,300	31%	126,246,976	29,094,324	(19 %)	5
	EXTERNAL REQUISITIONS	41,974,425	40,776,581	1,197,844	55,965,900	73%	55,965,629	271	(%)	6
Total Expenses		175,691,950	131,369,511	44,322,440	280,261,300	47%	253,464,829	26,796,471	10 %	
	10 - COUNCIL	(687,750)	(640,868)	46,882	(917,000)	70%	(884,497)	32,503	(4 %)	
	20 - CHIEF ADMINISTRATIVE OFFICER	(5,837,575)	(4,098,110)	1,739,465	(5,769,600)	71%	(5,864,703)	(95,103)	2 %	
	30 - CORPORATE SERVICES	(10,109,625)	(3,889,721)	6,219,904	(13,967,500)	28%	(10,651,749)	3,315,751	(24 %)	
	40 - COMMUNITY SERVICES	(20,405,980)	(13,750,751)	6,655,229	(28,098,100)	49%	(23,544,113)	4,553,987	(16 %)	
	50 - OPERATIONS	(48,075,852)	(18,991,019)	29,084,833	(39,866,300)	48%	(39,703,526)	162,774	(%)	
Net Surplus (Deficit) before Tax/Requisition		(85,116,782)	(41,370,469)	43,746,313	(88,618,500)	47%	(80,648,589)	7,969,911	(9 %)	
	EXTERNAL REQUISITIONS	(41,974,425)	(40,776,581)	1,197,844	(55,965,900)	73%	(55,965,629)	271	(%)	
	PROPERTY TAXES/EMERGENCY SERVICES LEVY	144,584,400	144,260,823	(323,577)	144,584,400	100%	144,260,823	(323,577)	(%)	
OPERATING SURPLUS (DEFICIT)		17,493,193	62,113,773	44,620,580	-		7,646,605	7,646,605	19 %	7

Notes:

1	<p>Council</p> <p>Expenses: At \$640K, expenses are 70% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$46K due to the unspent budget for conferences and open houses uniformly budgeted across the year but scheduled to occur in the latter part of the year (October/November). Expenses at year-end are forecasted to be below budget by approximately \$32K due to cost savings in the following areas: Training and Conferences: \$16K; Community Outreach: \$8K; Council Initiatives and Services: \$7.5K; and Materials: \$1K.</p>
2	<p>Chief Administrative Officer</p> <p>Revenues: At \$355K, revenues are 14% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$31K primarily due to higher than anticipated assessment review board revenue for appeal fees collected; these funds may be refunded if appeals are withdrawn. Revenues at year-end are expected to be below budget by (\$605K) due to cost savings on Soft Levy and Service Capacity projects (\$350K) funded from Tax Stabilization Reserve, staffing positions unfilled in Strategic Planning, People and Culture and Legislative Services funded from TSR (\$276K), offset by the increase in assessment review board and subdivision and development appeal Board Revenue of \$21K. There is a \$228K increase in the unfavorable forecasted year-end revenue variance from Q2 to Q3, which is mainly due to staffing vacancies within the division.</p> <p>Expenses: At \$4.54M, expenses are 54% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$1.7M due to the timing of invoices for joint project with City of Calgary for the Prairie Economic Gateway Project: \$569K, cost savings on the Soft Levy and Service Capacity projects: \$372K, timing on compensation review and seasonal staff training - scheduled to happen in the latter half of the year but budgeted uniformly across the year: \$213K, unspent planning and engineering fees that are anticipated to be spent by the 4th quarter: \$170K, reduction in staffing cost due to vacancies and leave of absences: \$60K, and Others (reduction in travel costs, legal support for appeals, service invoice timing, and memberships: \$324K). Expenses at year-end are forecasted to be below budget by \$510K due to savings on soft levy and service capacity projects of \$350K, unspent training costs of \$129K, reduced Contracted Services from increased recruitment and negotiation efficiencies of \$30K and others (fewer memberships and subscriptions cost and online review board meetings are less expensive than in-person meetings - \$91.7K). This is offset by increased staffing costs due to severance and interim staffing (\$90K).</p> <p>Net: The forecasted variance at year-end for the Chief Administrative Officer is projected to be an unfavorable variance of (\$95K) primarily due to an increase in Salary and Wages for severance and Interim positions (\$90K). Previously anticipated cost savings from the underutilized training budget in Q2 are now expected to be mostly utilized by year-end.</p>

3 Corporate Services

Revenues: At \$9.6M, revenues are 148% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$6.7M due to higher than anticipated interest revenue: \$4.7M, and developers providing cash in lieu of land: \$1.4M, increased revenue and timing from tax penalties due to new policy: \$382K, and timing of Community Grant Payments: \$279K. Revenues at year-end are expected to be \$7.2M over budget due to higher than anticipated interest revenue of \$5.6M, tax penalty revenue of \$279K, and Cash-In-Lieu for Developments of \$1.4M. A \$400K increase in the favorable forecasted year-end revenue variance from Q2 to Q3 is directly attributable to revenues from Cash-In-Lieu for Developments.

Expenses: At \$13.6M, expenses are 66% of the 2023 total budget. The Q3 year-to-date budget to actual variance is unfavorable by (\$560K) due to a higher-than-anticipated transfer to the public reserve for Cash-In-Lieu of Developments (\$1.4M) and the timing of Community Grants paid out (\$279K), which are offset by staffing vacancies and leave of absence in the Legal and Information Technology department by \$371K and timing of invoices for materials and services expected to occur in Q4 of \$742K. Expenses at year-end are forecasted to be (\$3.9M) above budget due to the offset transfers to reserves for the increased interest revenue on reserve account balances (\$3.2M) and Development Cash-In-Lieu (\$1.3M), offset by savings in salaries and wages due to vacancies and Leave of absences of \$293K, maintenance and service costs of \$266K due to reduced repairs and negotiated contracts and other savings for Travel, Subsistence, Memberships, Materials of \$47K.

Net: The forecasted variance at year-end for Corporate Services is an increase in revenue of \$3.3M due to the increase in Interest that has yet to be transferred to a reserve account (\$2.6M), decreased salary costs (\$392K) and Contracted Services and legal fees (\$266K). The \$600K increase in the favorable forecasted year-end revenue variance from Q2 to Q3 is mainly due to the staffing vacancies within the division.

4 Community Services

Revenues: At \$10.2M, revenues are 92% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$3.7M due to an increase in industrial and commercial building permits: \$3.3M, fire services billings due to increased incidents, and higher ATU Billing rates: \$208K, increase in revenue from traffic fines: \$187K, a net increase in development permits and subdivision fees: \$22K. Revenues at year-end are expected to be \$3.4M above budget due to industrial and commercial building permits of \$3.3M, traffic fines of \$280K, fire service billings of \$212K, increase in development permits and subdivision fees of \$215K, offset by reduced funding for projects that are being carried forward to future years of (\$533K). A \$700K increase in the favorable forecasted year-end revenue variance from Q2 to Q3 is mainly due to higher-than-anticipated industrial and commercial building permit revenue.

Expenses: At \$24M, expenses are 61% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$2.8M due to RCMP contracts cost incurred but yet to be billed for \$2.3M, incomplete operating projects with potential carryover components into the year 2024 of \$599K, emergency contracts incurred but yet to be billed for \$195K and other general cost savings and timing of service and material costs of 147K. These amounts are offset by the timing of FCSS, community group, and library payments issued in Q3 and budgeted in Q4 (\$364K) and internal fleet cost increases due to breakdowns and repairs (\$44K). Expenses at year-end are forecasted to be below budget by \$1.0M primarily due to staffing vacancies and leave of absences of 710K, project carryforwards of \$448K, and lower materials, work clothes, and travel of \$92K. Offset by increased fleet costs for fuel and repairs (\$125K), increase in 911 dispatch fees and emergency contract incident costs for fire services (\$13.7K), and increased cost of inspections for permits (\$78K).

Net: The forecasted variance at year-end for Community Services is an increase in revenue of \$4.5M due to increased building permits of \$3.2M, increased revenue from traffic fines of \$280K, additional fire service billings of \$212K, Salary and wage savings of \$710K from vacancies and leave of absences. The \$2.2M increase in the favorable forecasted year-end variance from Q2 to Q3 is mainly due to increased building permits and staffing vacancies within the division.

5 **Operations**

Revenues: At \$28.8M, revenues are 25% of the 2023 total budget. The Q3 year-to-date budget to actual variance is unfavorable by (\$10.0M) variance due to developer funding for Hyw1/RR33 that will now be received in 2024 (\$13.5M), pending reimbursements from Alberta Transportation projects executed by the County (\$3.2M), the timing of Community Aggregate Program and Transportation Routing and Vehicle Information System permit payments to be collected in Q4 (\$562K) and a decrease in fleet services revenue (\$60K). There are also less than anticipated revenues from utility services: Harmony curbside- with no activity in 2023 (171K), Solid waste and recycling (87K), Cochrane Lakes Water- new facility with no historical data (\$75K), Bragg Creek Water- due to Wintergreen project pushed back (\$53K). This variance is offset by higher-than-anticipated revenues from, offsite levies -East Balzac of \$3.5M and Horse Creek and East Rocky View of \$582K, user fees for Blazer Water of \$689K, developer contributions for water of \$990K, cemetery services revenue of \$639K, Balzac Water and Wastewater System Fees of \$973K, Planning dept application fees of \$80K and Stormwater Offsite Levy of \$50K.

Revenues at year-end are expected to be (\$28.9M) lower than anticipated due to 2023 projects carried forward to 2024 (\$34.8M), decreases in Solid Waste and recycling revenue (\$327K) – mainly Harmony curbside, and Fleet Services for outside services no longer provided (80K). These decreases are offset by an increase in offsite levy collection for East Balzac of \$3.4M, utility user fees of \$1.1M, increased transfer from Tax Stabilization reserve for Blazer Water system of \$340K, developer contributions of \$914K, Cemetery Services Revenue of \$491K and increase in AESA Grant for Agriculture of \$43K. The \$40.0M unfavorable change in forecasted year-end revenue variance from Q2 to Q3 is mainly due to 2023 projects carried forward to 2024.

Expenses: At \$47.8M, expenses are 31% of the 2023 total budget. The Q3 year-to-date budget to actual variance is favorable by \$39.0M due to incomplete operating projects that will be carried forward to future years: \$35.2M- CSMI Project is 5.7M Spent, incomplete construction projects, and contracted services expected to be incurred by year-end: \$4.7M, staffing requirement savings: \$536K, reduced Harmony Curbside activities- no activity in 2023: \$144K, utility cost savings (electricity/gas): \$84K and other general savings (travel/materials/janitorial): \$256K. The favorable variance is slightly offset by higher than anticipated interest costs on long-term debt of (\$889K), fleet-increased costs for fuel and Equipment Breakdowns of (\$415K) and transfer to reserves for interest revenue of (\$113K). Expenses at year-end are forecasted to be below budget by \$29.1M due to incomplete operating projects to be completed in following years (\$34.8M), reduction in overall staffing cost due to vacancies and leave of absence of \$262K, cost savings for Harmony Curbside of \$198K, cost savings on utilities (electricity/gas) of \$111K and other cost savings on travel/maintenance/janitorial services of \$322K. The reduced expenses are offset by the increased transfer to reserves and levies from additional revenues of \$4.0M, higher than anticipated interest on long-term debt of \$1.8M, increased costs for fleet services (parts/fuel/repairs) of \$364K, and higher utility system servicing cost of \$334K due to unforeseen repairs.

Net: The forecasted budget variance at year-end for Operations is favorably projected at \$162K due to cost-saving with miscellaneous expenses.

6 **Property Taxes and External Requisitions**

Revenues at \$144.0M is 99.8% of the 2023 total budget. The \$324K unfavorable variance is due to changes in property tax assessments. Changes in real property assessment values also impact external requisitions.

7 Overall Forecasted Variance

As of Q3 2023, the forecasted operating surplus for December 31st, 2023, is \$7.6M. This is primarily due to higher than anticipated investment interest revenues of \$2.6M, higher than anticipated building and development permits revenue of \$3.6M, reduced staffing cost due to vacancies, leave of absence, and unused training of \$1.0M, higher than anticipated traffic fines and fire services revenue of \$492K and tax penalty revenue of \$279K. This is offset by a reduction in tax revenue (\$324K). The favorable \$1.6M increase to the forecasted operating surplus at year-end from Q2 to Q3 is mainly due to increasing revenues from the following sources: building and development permits, tax penalties, traffic fines, and fire services.

The 2023 budget increased by \$3.8M from Q2 to Q3 due to Prairie Economic Gateway Initiative (\$785K), Highway 1 & RR33 Interchange Improvements (\$2M), Increase in Community Social Support Programs (36K), Strategic Investments to Advance the County's Strategy Program (\$804K), 2022/23 EMPP Grant for Emergency Management Preparedness Training (\$25K), Adjustment Required to Address Budget Shortfall in the CAO Office (\$150K).

Attachment B: Utility Services Summary

Rocky View County

UTILITY SERVICES SUMMARY

For the Period Ended Sept 30, 2023

		Budget to Sept 30, 2023	Actual As At Sept 30, 2023	Variance As At Sept 30th 2023 Favourable / (Unfavourable)	2023 Budget	% of Budget Utilized at Q3	Forecasted Actuals at Dec 31st 2023	Forecasted Variance at Dec 31st 2023 Favourable / (Unfavourable)	Percentage Variance Forecasted by Year End
Bragg Creek Water & Wastewater Utility									
Cost of operating	Rev	332,400	279,358	(53,042)	443,200	63 %	374,333	(68,867)	(16 %)
	Exp	843,375	608,461	234,914	1,292,100	47 %	1,524,601	(232,501)	(18 %)
	Net	(510,975)	(329,103)	181,872	(848,900)		(1,150,268)	(301,368)	
Cost of owning									
Cost of owning	Rev	92,550	-	(92,550)	123,400	0%	-	(123,400)	(100 %)
	Exp	92,550	58,699	33,851	123,400	48 %	261,900	(138,500)	(112 %)
	Net	-	(58,699)	(58,699)	-		(261,900)	(261,900)	
Total Net		(510,975)	(387,802)	123,173	(848,900)		(1,412,168)	(563,268)	
East Rocky View Water & Wastewater Utility									
Cost of operating	Rev	3,223,725	4,374,343	1,150,618	4,298,300	102 %	5,747,880	1,449,580	34 %
	Exp	3,395,250	3,035,010	360,240	4,959,000	61 %	5,865,925	(906,925)	(18 %)
	Net	(171,525)	1,339,333	1,510,858	(660,700)		(118,045)	542,655	
Cost of owning									
Cost of owning	Rev	3,312,000	5,074,724	1,762,724	4,416,000	115 %	5,674,713	1,258,713	29 %
	Exp	4,062,000	1,432,427	2,629,573	5,416,000	26 %	6,296,300	(880,300)	(16 %)
	Net	(750,000)	3,642,297	4,392,297	(1,000,000)		(621,587)	378,413	
Total Net		(921,525)	4,981,630	5,903,155	(1,660,700)		(739,632)	921,068	
Blazer Water & Wastewater Utility									
Cost of operating	Rev	429,075	1,137,742	708,667	876,000	130 %	1,130,205	254,205	29 %
	Exp	657,000	727,693	(70,693)	876,000	83 %	1,130,205	(254,205)	(29 %)
	Net	(227,925)	410,049	637,974	-		-	-	
Cost of owning									
Cost of owning	Rev	574,575	-	(574,575)	766,100	0%	925,900	159,800	21 %
	Exp	304,575	424,863	(120,288)	766,100	55 %	925,900	(159,800)	(21 %)
	Net	270,000	(424,863)	(694,863)	-		-	-	
Total Net		42,075	(14,814)	(56,889)	-		-	-	

Cochrane Lakes Water & Wastewater Utility

Cost of operating	Rev	431,025	386,053	(44,972)	574,700	67 %	511,464	(63,236)	(11 %)
	Exp	431,025	386,480	44,545	574,700	67 %	611,887	(37,187)	(6 %)
	Net	-	(427)	(427)	-		(100,423)	(100,423)	
Cost of owning	Rev	668,400	390,507	(277,893)	891,200	44 %	402,650	(488,550)	(55 %)
	Exp	668,400	472,758	195,642	891,200	53 %	1,047,700	(156,500)	(18 %)
	Net	-	(82,251)	(82,251)	-		(645,050)	(645,050)	
Total Net		-	(82,678)	(82,678)	-		(745,473)	(745,473)	

Kneehill Water Utility

Cost of operating	Rev	-	-	-	-	0%	-	-	0%
	Exp	41,850	39,600	2,250	55,800	71 %	50,000	5,800	10 %
	Net	(41,850)	(39,600)	2,250	(55,800)		(50,000)	5,800	
Total Net		(41,850)	(39,600)	2,250	(55,800)		(50,000)	5,800	

Elbow Valley/Pinebrook Wastewater Utility

Cost of operating	Rev	820,050	744,085	(75,965)	1,093,400	68 %	978,060	(115,340)	(11 %)
	Exp	825,900	527,926	297,974	1,321,900	40 %	1,041,550	280,350	21 %
	Net	(5,850)	216,159	222,009	(228,500)		(63,490)	165,010	
Total Net		(5,850)	216,159	222,009	(228,500)		(63,490)	165,010	

Rocky View County

UTILITY SERVICES SUMMARY (continued)

For the Period Ended September 30th, 2023

		Budget to September 30, 2023	Actual As At September 30, 2023	Variance As At September 30th 2023 Favourable / (Unfavourable)	2023 Budget	% of Budget Utilized at Q2	Forecasted Actuals at Dec 31st 2023	Forecasted Variance at Dec 31st 2023 Favourable / (Unfavourable)	Percentage Variance Forecasted by Year End
Utility Services Admin									
Cost of operating	Rev	-	-	-	987,900	0%	987,900	-	0%
	Exp	927,225	859,210	68,015	1,236,300	69 %	1,260,670	(24,370)	(2 %)
	Net	(927,225)	(859,210)	68,015	(248,400)		(272,770)	(24,370)	
Utility Jobs									
Cost of operating	Rev	-	-	-	-	0%	-	-	0%
	Exp	33,675	763	32,912	93,400	1 %	74,664	18,736	20 %
	Net	(33,675)	(763)	32,912	(93,400)		(74,664)	18,736	
Utility Services Storm									
Cost of operating	Rev	87,600	87,602	2	87,600	100 %	87,600	-	0%
	Exp	215,700	80,823	134,877	287,600	28 %	287,600	-	-
	Net	(128,100)	6,779	134,879	(200,000)		(200,000)	-	
Solid Waste & Recycling									
Cost of operating	Rev	268,125	271,142	3,017	387,500	70 %	391,000	3,500	1 %
	Exp	2,198,100	1,292,506	905,594	2,198,100	59 %	1,976,862	221,238	10%
	Net	(1,929,975)	(1,021,364)	908,611	(1,810,600)		(1,585,862)	224,738	
Langdon Curbside									
Cost of operating	Rev	543,900	453,154	(90,746)	725,200	62 %	622,500	(102,700)	(14 %)
	Exp	443,250	361,680	81,570	591,000	61 %	591,000	-	0%
	Net	100,650	91,474	(9,176)	134,200		31,500	(102,700)	
Harmony Curbside									
Cost of operating	Rev	228,700	-	(228,700)	228,700	0%	-	(228,700)	(100 %)
	Exp	198,400	-	198,400	198,400	0%	-	198,400	100 %
	Net	30,300	-	(30,300)	30,300		-	(30,300)	
Total Net		(2,888,025)	(1,783,084)	1,104,941	(2,187,900)		(2,101,796)	86,104	
TOTAL UTILITY SERVICES									
	Rev	11,012,125	13,198,711	2,186,586	15,899,200	83 %	17,834,205	1,935,005	12 %
	Exp	15,338,275	10,308,899	5,029,376	20,881,000	49 %	22,946,764	(2,065,764)	(10 %)
	Net*	(4,326,150)	2,889,812	7,215,962	(4,981,800)		(5,112,559)	(130,759)	

* EXCLUDES LITs and AMORTIZATION

Cost of owning - Cost of debt principal and interest payments issued for the system, revenue is from developers levies & contributions, connection Fees, reserves and Utility user f

Attachment C: Capital Expenditure Incurred to Date

**ROCKY VIEW COUNTY
MAJOR CAPITAL PROJECTS
As of September 30, 2023**

Major Capital Projects (Projects with budgets greater than or equal to \$1,000,000)							
DEPARTMENT	PROJECT DESCRIPTION	BUDGET	ACTUAL Up to Sept 30, 2023	FORECAST to be spent for remainder of year (Oct - Dec 2023)	TOTAL Forecast for 2023	BUDGET REMAINING	Comments
Capital Project Management	Bragg Creek Flood Mitigation	\$ 2,927,400	\$ 531,574	\$ 100,000	\$ 631,574	\$ 2,295,826	Closing out project. 100% grant funded, which ends March 31, 2024. Remaining funds will be returned to the AB Government in 2024.
Capital Project Management	Wintergreen Woods Potable Water Line	\$ 1,207,500	\$ 69,526	\$ 461,000	\$ 530,526	\$ 676,974	The project team was waiting for the confirmation of the delivery date of the booster pump at Q2. Construction is anticipated to be complete by the end of November.
Capital Project Management	West Balzac servicing	\$ 1,981,000	\$ 1,521,975	\$ 200,000	\$ 1,721,975	\$ 259,025	Project #: UC55-07 represents the final leg of the West Balzac Servicing Project. The lift station construction is well underway, and the progress continues steadily. We are expected to successfully conclude the project within the next few months.
Capital Project Management	Janet Industrial Drainage Improvement	\$ 1,996,300	\$ 18,417	\$ 10,000	\$ 28,417	\$ 1,967,883	Currently, the project is in the midst of the design and regulatory approval phase. The project team collaborated with provincial regulatory agencies to secure their support before moving forward with the environmental approval process. The expenses incurred so far have been associated with the engagement of our Engineering Consultants. Considering the complexity of the regulatory requirements and the need for thorough approvals before commencing construction, it is anticipated that the project budget will be extended into 2024.
Capital Project Management	Langdon Drainage - Glenmore Trail Diversion	\$ 3,500,000	\$ 17,981	\$ 100,000	\$ 117,981	\$ 3,382,020	Currently in the planning and design stage of the project. Planning, design, and environmental approvals are proposed to be completed in 2023—construction to commence in 2024.
Capital Project Management	Capital Infrastructure - Roads	\$ 15,932,100	\$ 4,921,298	\$ 4,809,000	\$ 9,730,298	\$ 6,201,802	Most construction activities began in Q3. Some of the work will carry over into 2024.
Capital Project Management	Capital Infrastructure - Bridges	\$ 8,025,500	\$ 2,236,811	\$ 3,524,000	\$ 5,760,811	\$ 2,264,689	Late construction starts. 4 of 5 projects did not start until Sept: (BF01258 – Construction complete, BF06502 – Construction starting in late Sept, BF08158 – Construction starting after October 15 (crosses WID canal, this is their requirement), BF08678 – Construction started early sept., BF72879 – Construction started early sept.) Some of the work will carryover into 2024.
Operational Services	Fleet vehicle replacement	\$ 2,452,000	\$ 1,173,074	\$ 327,577	\$ 1,500,651	\$ 951,349	Majority of the equipment is ordered but delivery timelines are extremely delayed. We will carryover all units that are not delivered in 2023. Mowers/Side Arms are not expected until 2024 or possibly 2025. Hotbox truck is ordered and expected by year end. We are working with Transportation Services on the specs for the Track Hoe and Skid Steer. All pickup trucks have been ordered. There is a possibility that a portion of the expected actual is carried over to 2024 as the delivery of the Hot Patch truck could be further delayed.
		\$ 38,021,800	\$ 10,490,656	\$ 9,531,577	\$ 20,022,233	\$ 17,999,567	

Attachment D: Debt Summary

ROCKY VIEW COUNTY
DEBT SUMMARY
As of Sept, 2023

		2023 Opening Debt BALANCE	Issued Debt Current Year	PRINCIPAL PAYMENT YTD	INTEREST PAYMENT YTD	2023 Current Debt Balance YTD	Forecasted 2023 Principal Payment Total	Forecasted 2023 Interest Payment Total	Forecasted Debt Balance as of 31-Dec-23
Capital	Bridges	1,653,245	-	95,859	26,121	1,557,386	100,600	40,000	1,552,645
	Pathways	227,240	-	10,838	3,382	216,402	10,838	4,800	216,402
	Fire Trucks	752,584	-	75,060	9,593	677,524	151,506	19,600	601,078
	Road Maintenance Trucks	291,319	-	34,800	2,541	256,519	34,800	3,700	256,519
	Water	25,630,570	-	139,428	1,058,864	25,491,142	2,190,631	1,481,321	23,439,939
	Waste Water	28,329,237	-	-	1,371,813	28,329,237	3,142,028	1,850,228	25,187,209
	TOTAL Capital	56,884,195	-	355,985	2,472,314	56,528,210	5,630,403	3,399,649	51,253,792
Operating	Local Improvement	1,532,769	1,084,806	50,942	38,605	2,566,633	72,863	74,736	2,544,712
	Recoverable*	38,932	-	38,932	2,044	-	38,932	2,044	-
	TOTAL Operating	1,571,701	1,084,806	89,874	40,649	2,566,632	111,795	76,780	2,544,712
TOTAL Capital & Operating		\$ 58,455,896	\$ 1,084,806	\$ 445,859	\$ 2,512,963	\$ 59,094,843	\$ 5,742,198	\$ 3,476,429	\$ 53,798,504

*Recoverable from Community Groups

2023 Issued Debt Current Year consists of Prince of Peace Village, Harbor, Manor and School borrowings.
Forecasted 2023 Principal Payment Total increased due to an error on Q2 report (missed Blazer Water Year End payment of 360,000).
Forecasted Local Improvement interest increased by 16,510 for Prince of Peace Q2 borrowing (does not affect debt year end balance).

Attachment E: Reserve Report

**ROCKY VIEW COUNTY
RESERVES SUMMARY
As of September 30, 2023**

DESCRIPTION	2023 BEGINNING BALANCE	ADDITIONS	REDUCTIONS	2023 YTD BALANCE
Census Reserve	133,558	-	-	133,558
Crematorium/Retort Reserve	26,030	-	-	26,030
Election Reserve	81,135	-	-	81,135
Facility Reserve	235,000	-	-	235,000
Fire Services Reserve	83,114	-	-	83,114
Information Services Replacement Reserve	372,000	-	-	372,000
Langdon Waste/Recycling Carts Reserve	116,956	-	-	116,956
Operating Carry Over Reserve	2,319,648	-	2,319,648	(0.00)
Community Aggregate Program (CAP)	2,488,948	-	-	2,488,948
Public Works Equipment Reserve	4,422,730	-	-	4,422,730
Public Reserve	17,303,956	2,062,774	435,115	18,931,615
RVC Road Program Reserve	1,907,824	-	-	1,907,824
Snow and Ice Control (SNIC) Reserve	500,000	-	-	500,000
Springbank Recreation Reserve	8,329,744	-	-	8,329,744
Stormwater Mitigation Measures Reserve	360,745	-	-	360,745
Voluntary Recreation Contribution	1,451,526	-	-	1,451,526
Stormwater Offsite Levy Reserve	1,488,121	-	-	1,488,121
Transportation Offsite Levy	35,513,071	-	-	35,513,071
Waste Water Offsite Levy Reserve	1,136,031	45,445	-	1,181,476
Water Offsite Levy Reserve	1,849,432	73,983	-	1,923,415
Municipal Tax Stabilization Reserve	58,899,230	2,183,800	31,621	61,051,409
RVC Library Reserve	312,647	-	-	312,647
East Balzac Water Reserve	253,135	-	-	253,135
East Rocky View Utilities Reserve	180,644	-	-	180,644
Elbow Valley / Pinebrook Capital Reserve	585,195	-	-	585,195
TOTAL RESERVES	\$140,350,420	\$4,366,002	\$2,786,384	\$141,930,038