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## COUNCIL

# 2021 YEAR END CORPORATE AND FINANCIAL UPDATE

MARCH 8, 2022

# KEY PERFORMANCE INDICATORS



Investment rate of return: **2.23%**

*One Year T-Bill Rate: 0.32%*



Total number of Building Permits  
Issued 2021: 510

*2016-2020 average: 540*



Construction Building Permit Value  
for 2021: \$468 million

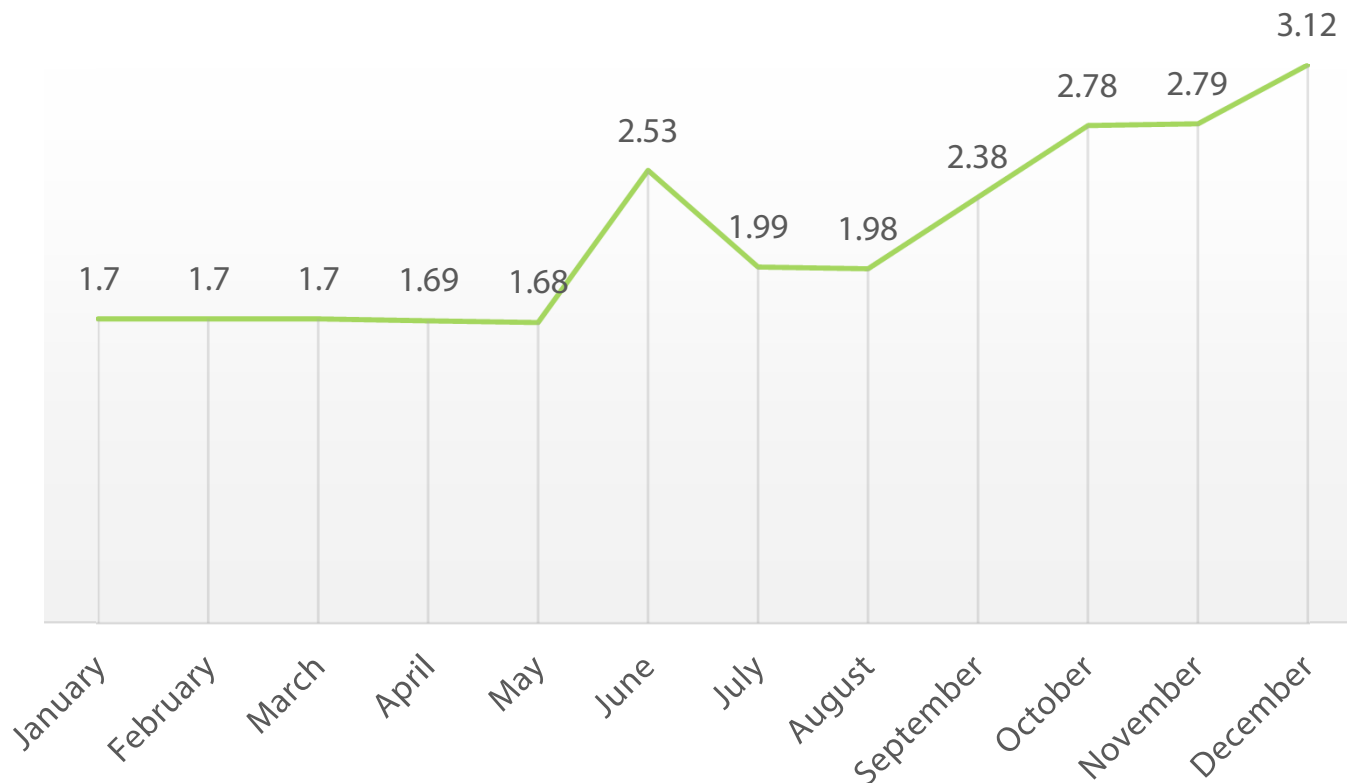
*2016-2020 average: \$140 million*

# KEY PERFORMANCE INDICATORS

## 2021: 12-Month Rolling Total Recordable Incident Frequency (TRIF):



Jan 2021 to Dec 2021: 12 Month TRIF



## OFFICE OF THE CAO

### Economic Diversification

- Tourism & Wabamun Lakes area
- Meridian Business Park

### Employee Services & Strategic Initiatives

- Safety program
- Payroll

## OPERATIONS SERVICES

### Planning and Development

- Land Use Bylaw amendment
- Electronic Workflow System

# CORPORATE & SHARED SERVICES

## Strategic Services

- Customer Service
  - Phase 2 Customer Relationship Management
- Legislative Services
  - 8 Subdivision and Development Appeal Board (SDAB) appeals

# **AGRICULTURE, COMMUNITY & PROTECTIVE SERVICES**

## **Emergency Communications Centre**

- 2021: Appx. 78,500 incoming calls
- Accreditation

## **Fire Services**

- 2021: Total 982 incidents managed
- RR63 Wildfire
- New Fire Hall in Wabamun



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**COUNCIL**

**Q4 2021 FINANCIAL UPDATE**

MARCH 8, 2022

# Q4 REPORT SUMMARY

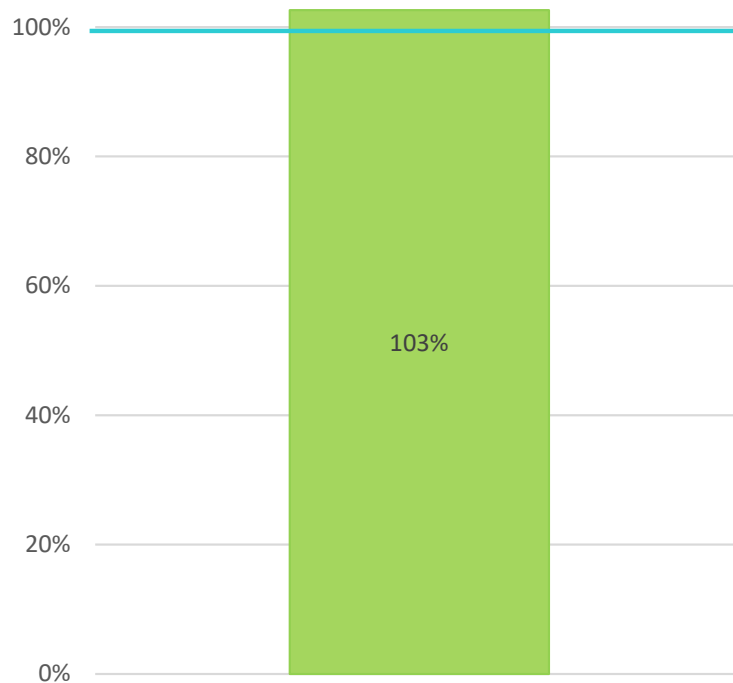
- Six reports presented to Council in Q4:
  - Statement of Financial Position
  - Statement of Operations (Summary)
  - Notes to Financial Statements
  - Statement of Operations (Base Program)
  - Operating Project Report
  - Capital Project Report
- 2021 balances include dissolution of Village of Wabamun
- The reports represent 100% of the year
  - Variances greater than 110% or less than 90% will be discussed



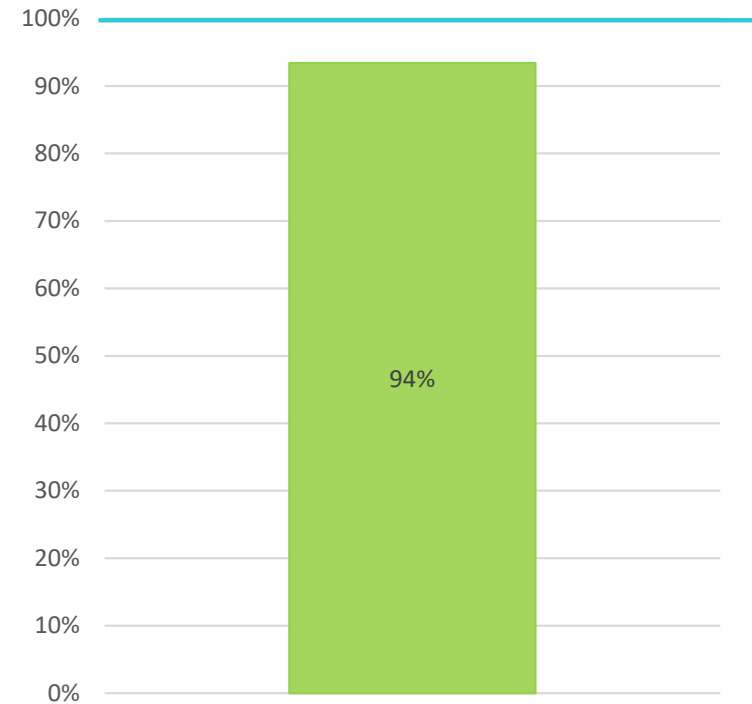


# GENERAL OPERATING ACTIVITY

## Base Program Operating Revenue

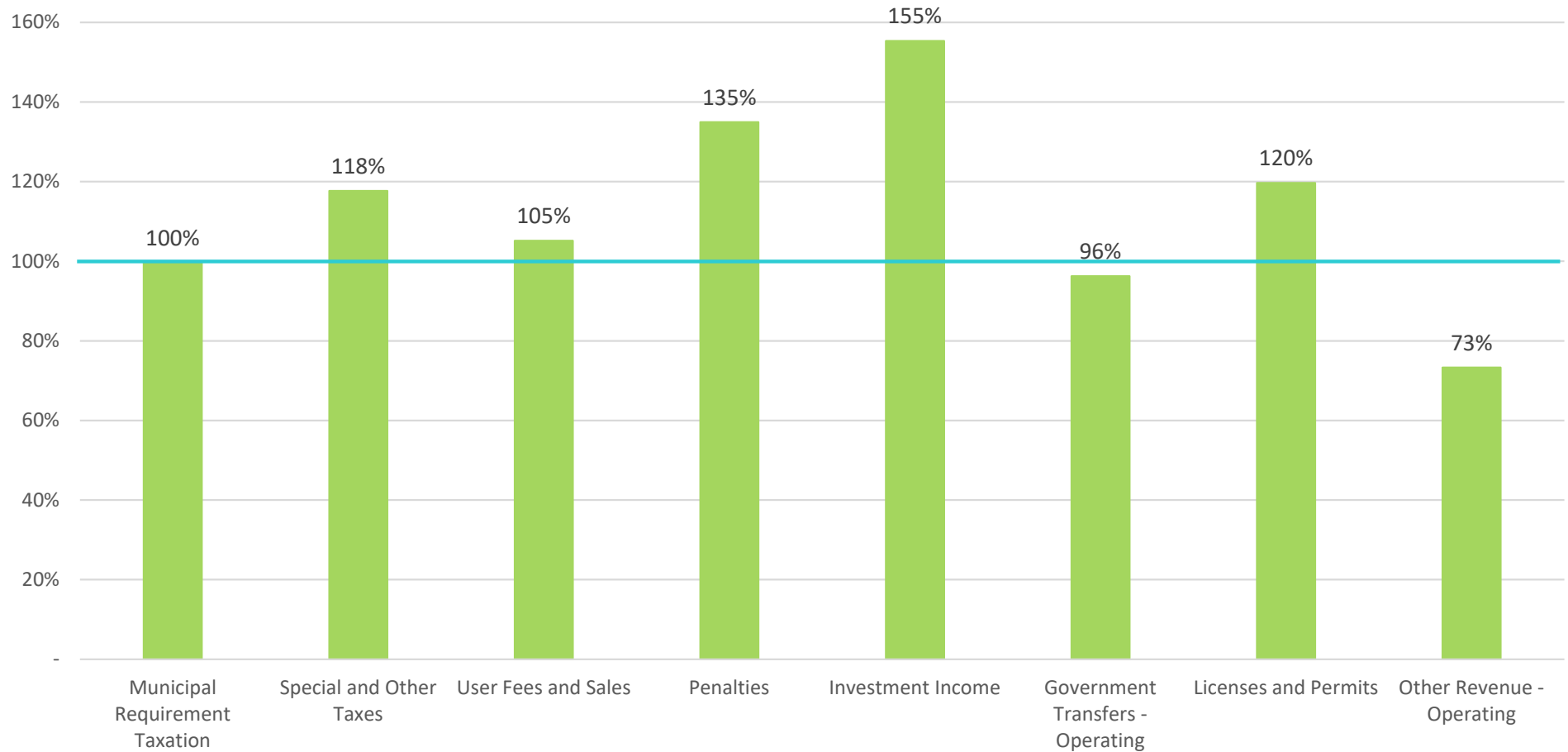


## Base Program Operating Expense



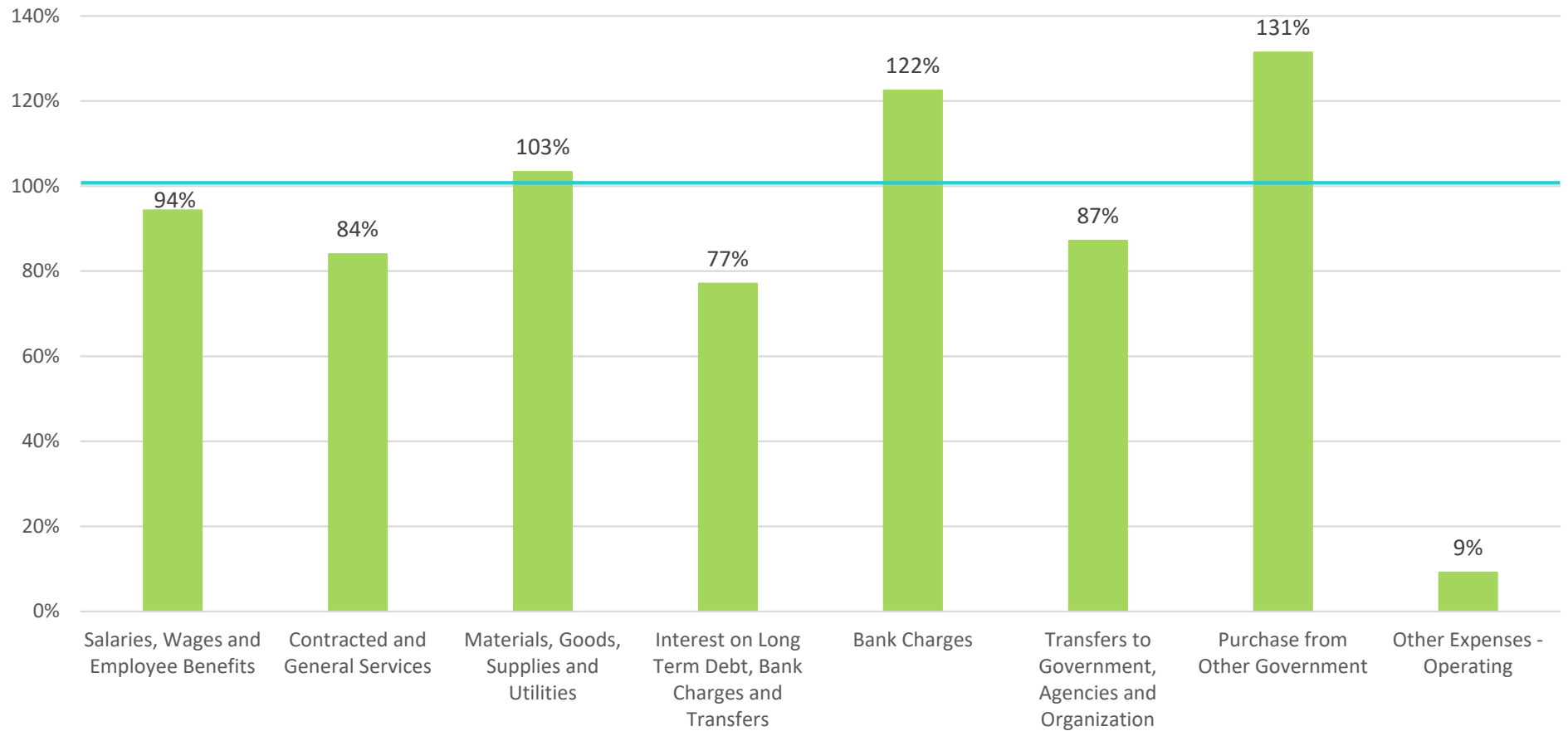
# GENERAL OPERATING ACTIVITY - REVENUE

## Operating Revenue

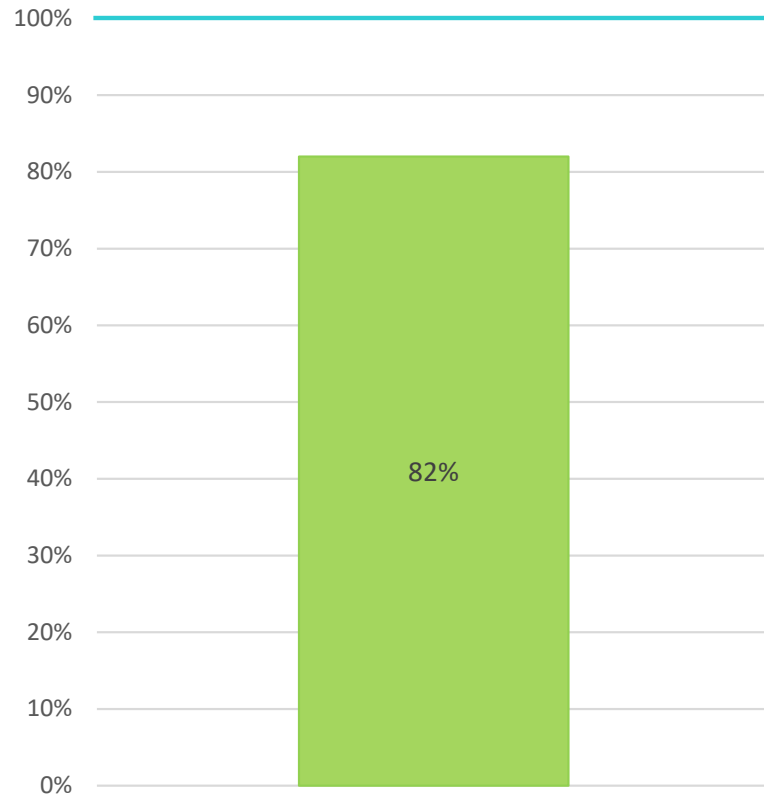


# GENERAL OPERATING ACTIVITY - EXPENSE

## Operating Expense



# OPERATING PROJECTS - SUMMARY



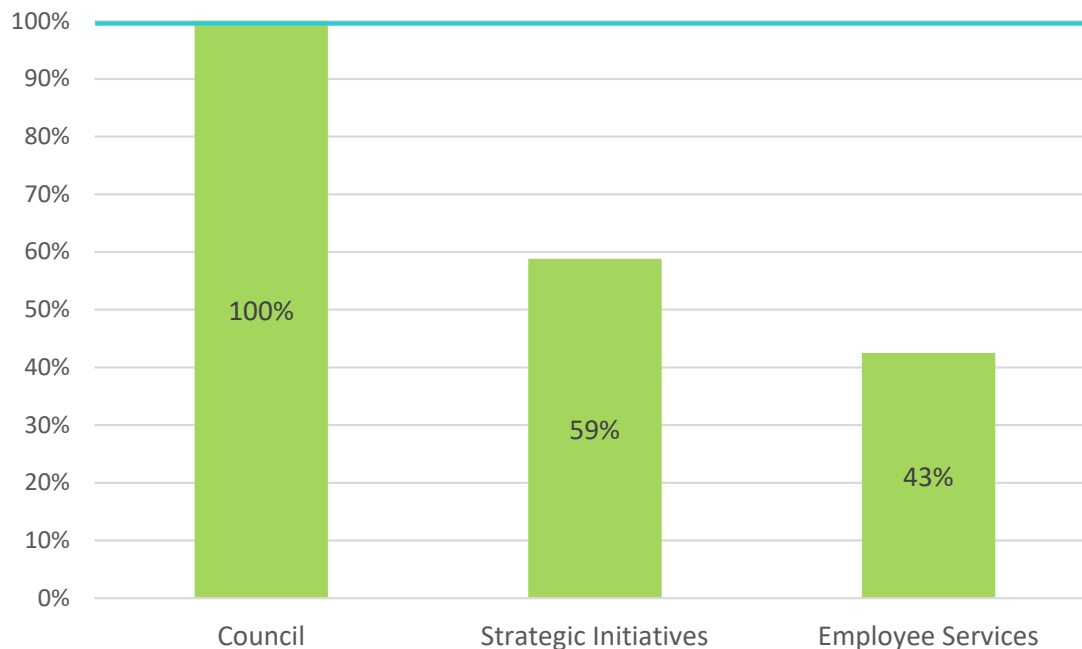
<b>Total Operating Project Budget (Amended)</b>	<b>\$7,847,110</b>
Actual Expenditures (%) per Q4 Report	116%

<b>Total Expenditures per Q4 Report</b>	<b>\$9,110.952</b>
Less: Budgeted Capital Projects Deemed Operating Project Expenditures	(2,726,797)
Add: Budgeted Operating Projects Deemed Capital Project Expenditures	61,722
<b>Total Expenditures per Budget</b>	<b>\$6,445,877</b>
Actual Expenditures (%) Compared to Budget	<b>82%</b>

# OPERATING PROJECTS

Overall, Council are 100% (\$5,000) of \$5,000 budget spent and Chief Administration Office are 59% (\$2,520,640) of \$4,349,080 budget spent.

**Council and Chief Administration Office**



## Strategic Initiatives

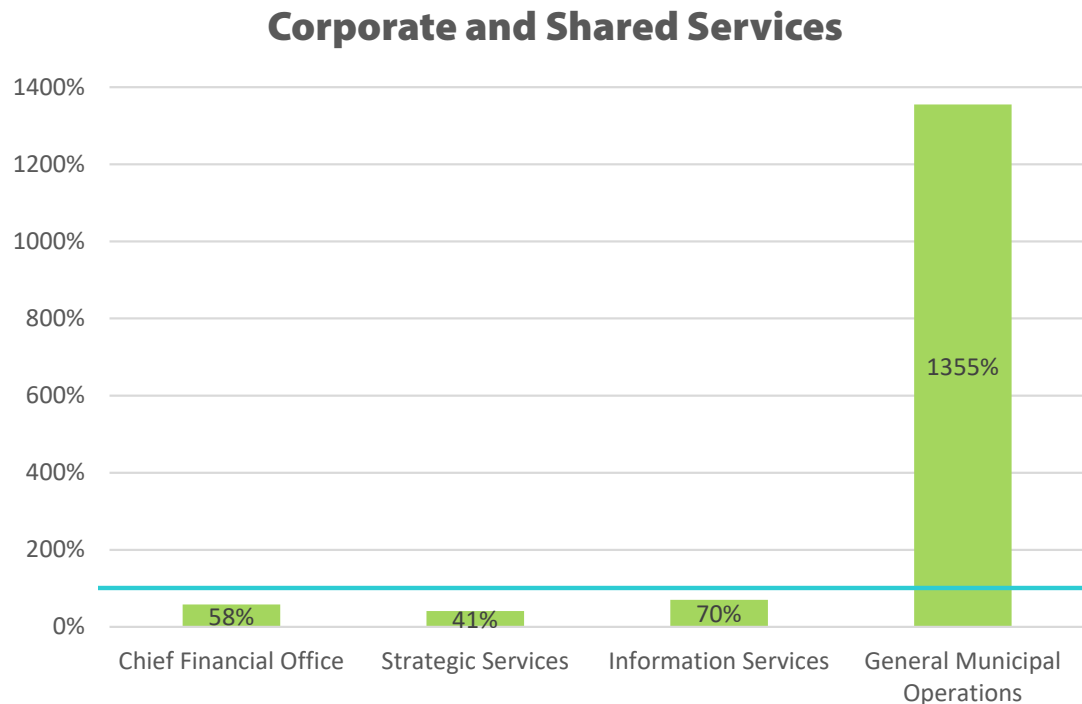
- County Services Building Salt Contamination: Majority of costs to carry forward to 2022
- Tri-Municipal Sub-Regional Plan: Report complete with implementation work ongoing until March 2022
- Meridian Business Park: Majority of costs to carry forward to 2022
- Support for UNITE (D365) & CRM Users: Project is 96% completed with remainder of costs to be carried forward to 2022

## Employee Services

- Staff Engagement Surveys and Rewrite of Safety Program: Deferred to 2022 as projects were delayed due to pandemic

# OPERATING PROJECTS

Overall, Corporate and Shared Services are 322% (\$3,832,098) of \$1,189,000 budget spent.



## Chief Financial Office

- Four projects requested to carry forward budget remaining into 2022, including PSAB Standard Research & Implementation and Service Delivery Review

## Strategic Services

- Regional Agriculture Master Plan: Requested to carryforward budget remaining to 2022

## Information Services

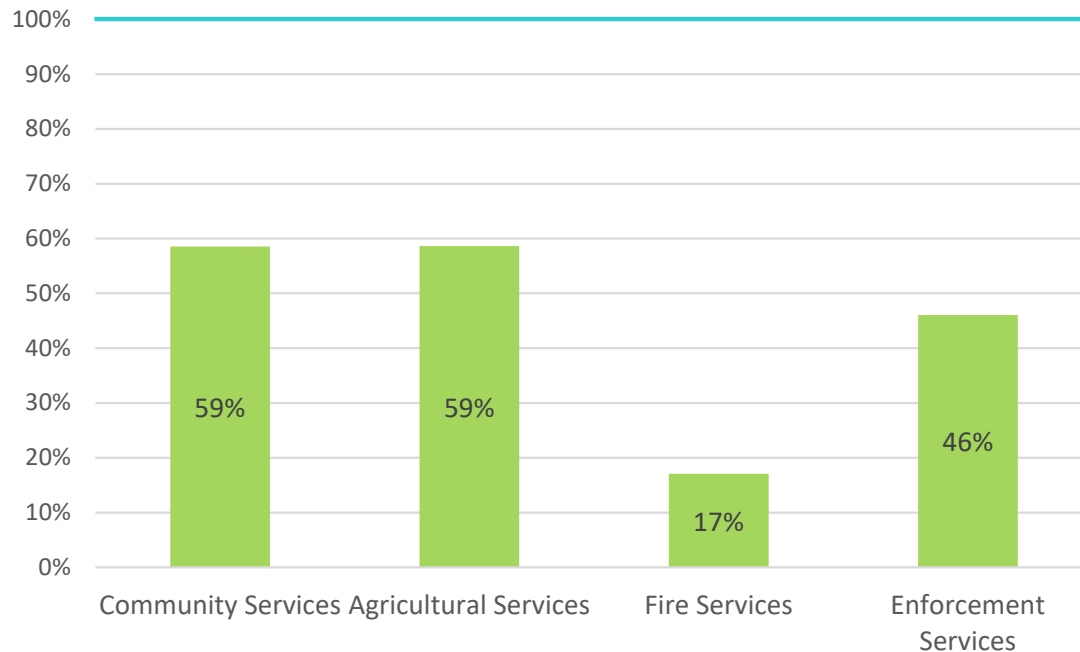
- Imagery – Aerial & Oblique: Project completed in Q3

## General Municipal Operations

- 2021 Emergency Response: Unbudgeted wildfire response considered extraordinary event

# OPERATING PROJECTS

## Agriculture, Community & Protective Services



Overall, Agriculture, Community & Protective Services are 52% (\$226,282) of \$432,400 budget spent.

### Community Services

- Two of three projects completed below budget; third project remaining budget to carryforward to 2022

### Agricultural Services

- Hamlet Reinvestment Strategy Phase 1 & 2: Council presentation scheduled for April 2022

### Fire Services

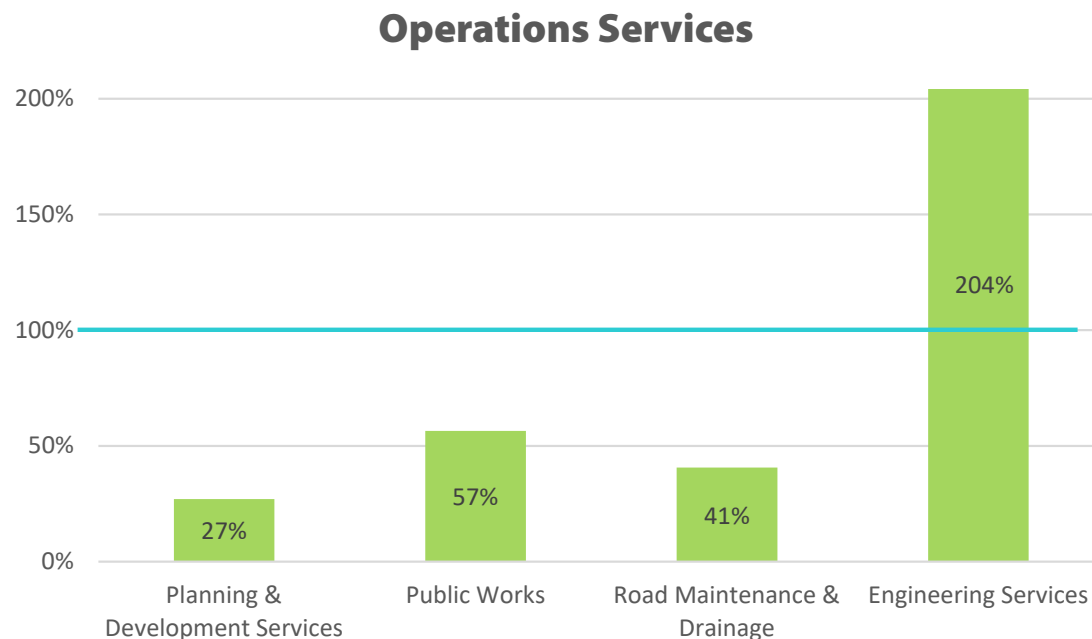
- Fire Contingency Plan: Amount requested to carryforward to 2022

### Enforcement Services

- Enforcement Services Patrol Vehicle Printers: Project completed

# OPERATING PROJECTS

Overall, Operations Services are 135% (\$2,526,932) of \$1,871,630 budget spent.



## Planning & Development Services

- Two projects requested to carry forward budget remaining into 2022:  
Land Use Bylaw Management  
Transition and Planning & Dev Core Service

## Public Works

- Racking and Aged Tools Replacement:  
Progress: Carryforward requested due to supply chain challenges

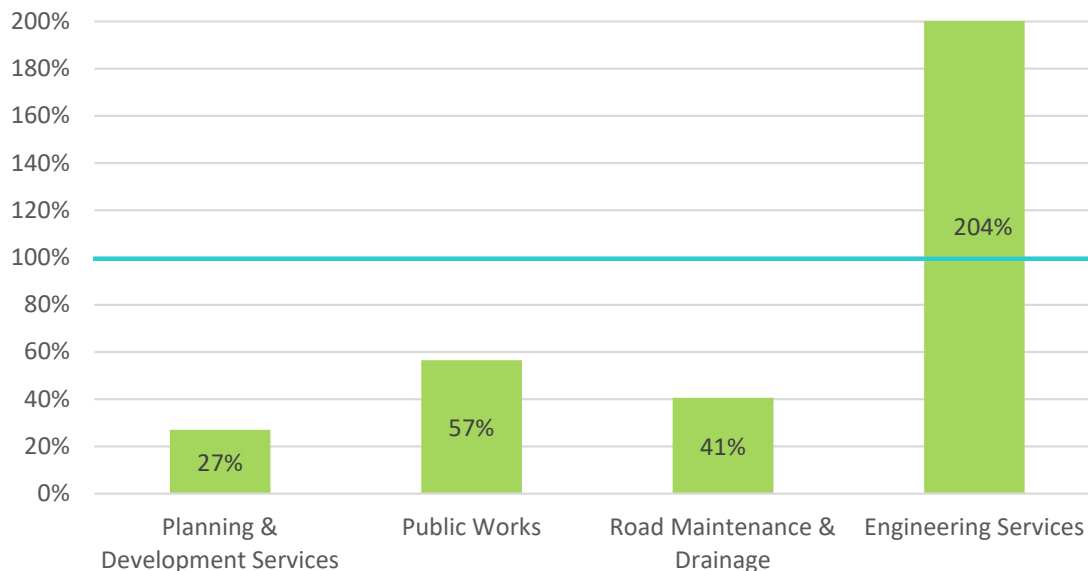
## Road Maintenance & Drainage

- Two projects requested to carry forward budget remaining into 2022:  
Storm Water Utility Bylaw  
Establishment Study and Storm CCTV  
and Condition Assessments



# OPERATING PROJECTS

## Operations Services



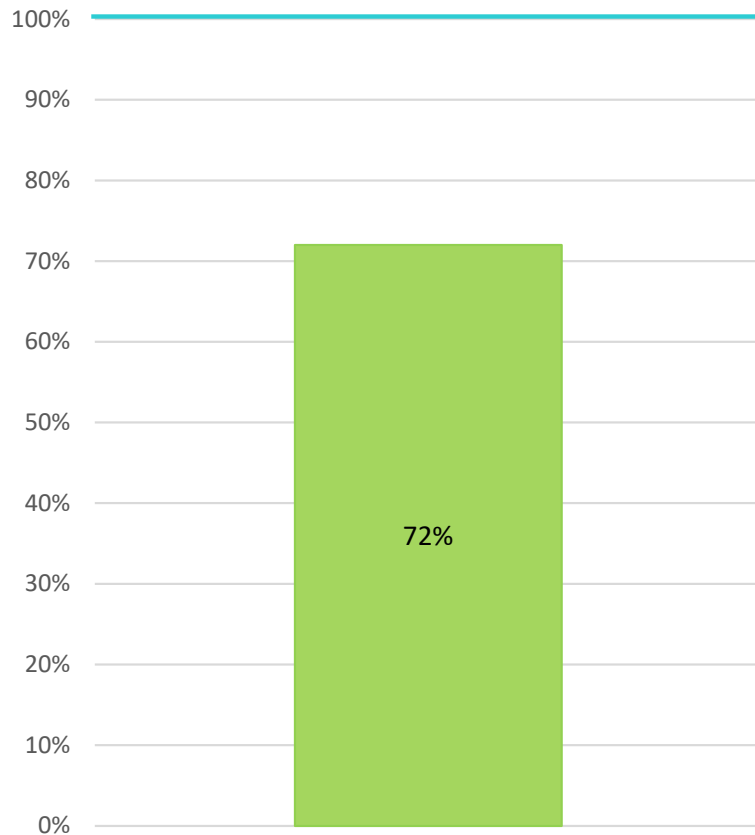
## Engineering Services

- Drainage Master Plan: Draft of Project Charter is under development and will be presented to Council for acceptance of the plan.
- MSP Seal Coat & Microsurface Program: All projects funded through MSP grant were completed

Total Engineering Services per Report	\$2,182,381
Less: MSP – Seal Coat	(1,848,324)
Total Engineering Services	\$334,057
Actual Expenditures (%) Compared to Budget	31%

MSP – Seal Coat budgeted in Capital Project Report with actuals deemed to be operating in nature so included in Operating Project Report

# CAPITAL PROJECTS - SUMMARY



Total Capital Budget (Amended)	\$61,195,046
Actual Expenditures (%) per Q4 Report	87%

Total Expenditures per Q4 Report	\$53,505,802
Add: Budgeted Capital Projects Deemed Operating Project Expenditures	2,726,797
Less: Budgeted Operating Projects Deemed Capital Project Expenditures	(61,722)
Less: Village of Wabamun Capital*	(12,242,635)
Total Expenditures per Budget	\$43,928,242
Actual Expenditures (%) Compared to Budget	72%

\* Village of Wabamun Capital is not included in the Capital Project Budget amount

# CAPITAL PROJECTS

Overall, Chief Administration Office is 63% (\$8,765,466) of \$13,822,700 budget spent.

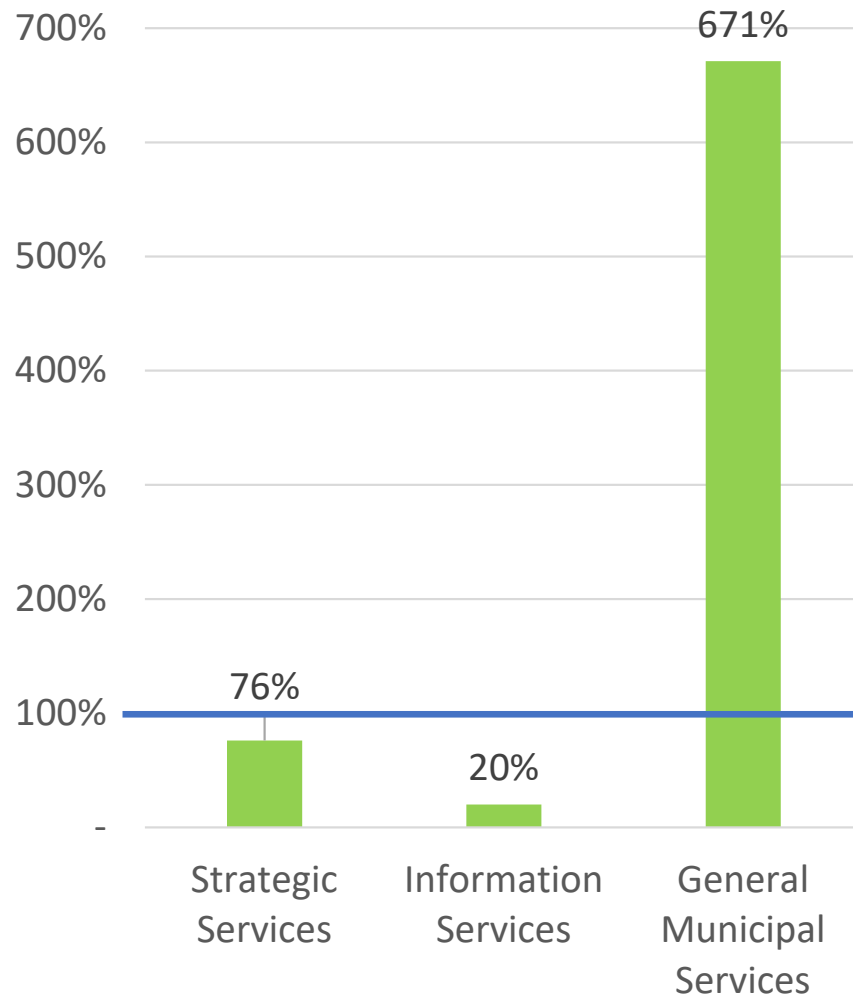
## Strategic Initiatives

- Parkland County Transfer Station: Office building delayed in 2022 due to market volatility.
- Entwistle Pool and Community Hub: Project is substantially complete with final tenant improvements underway and expected to be completed in spring 2022
- West Central Fire Hall: Project is substantially complete
- Acheson Fire Hall Rehabilitation: Project work will commence in spring 2022
- UNITE ERP Phase 3: Projects are progressing as expected. Projects include system enhancement to project management, procurement, budget and Office 365
- Planning Electronic Workflow: Project is underway and will be completed in mid-2022
- Bellamy Decommission: Reviewing RFPs in 2021 Q1 with the outcome of the project to replace utility billing system, replace cashing system, and tax and assessment system



# CAPITAL PROJECTS

## Corporate & Shared Services



Overall, Corporate & Shared Services is 480% (\$13,123,808) of \$2,736,000 budget spent.

## Strategic Services

- Customer Service Security System: One budgeted project completed under budget

## Information Services

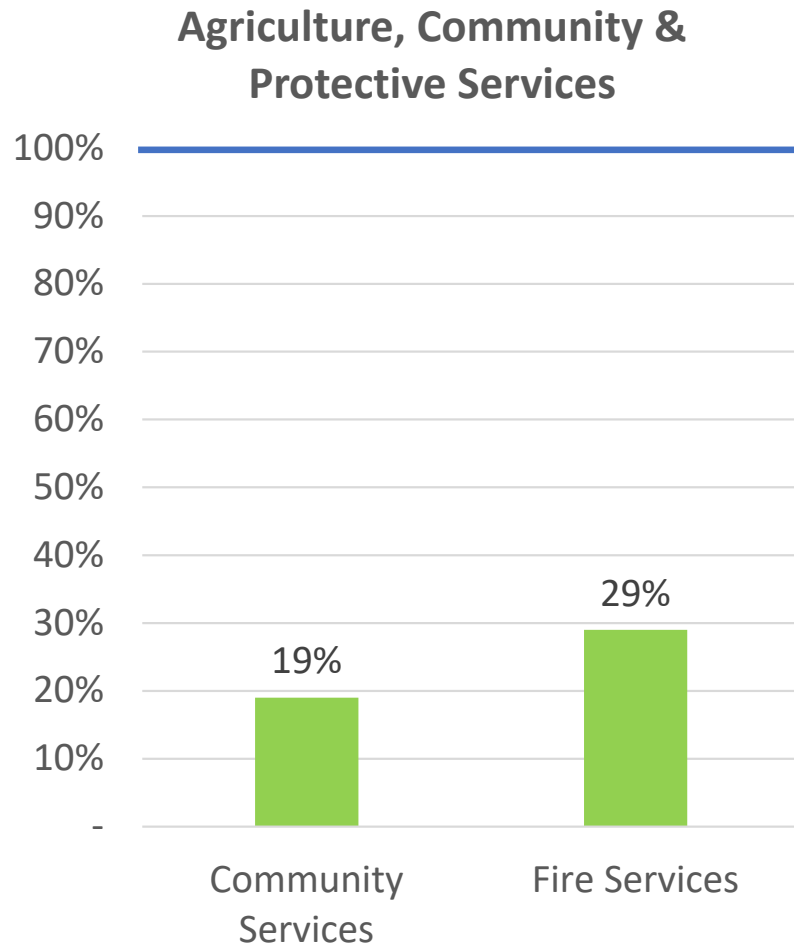
- IT Lifecycle Purchases: Two projects requested to carry forward in full to 2022

## General Municipal Services

- Budget includes the \$1M Capital Contingency (\$315,100 utilized)
- Budget includes the Wabamun Capital Contingency which has not been utilized and has been requested to carry forward to 2022

Total General Municipal Services per Report	\$13,123,808
Less: Village of Wabamun Capital	(12,242,635)
Total General Municipal Services	\$881,173
Actual Expenditures (%) Compared to Budget	46%

# CAPITAL PROJECTS



Overall, Agriculture, Community & Protective Services is 21% (\$740,185) of \$3,490,500 budget spent.

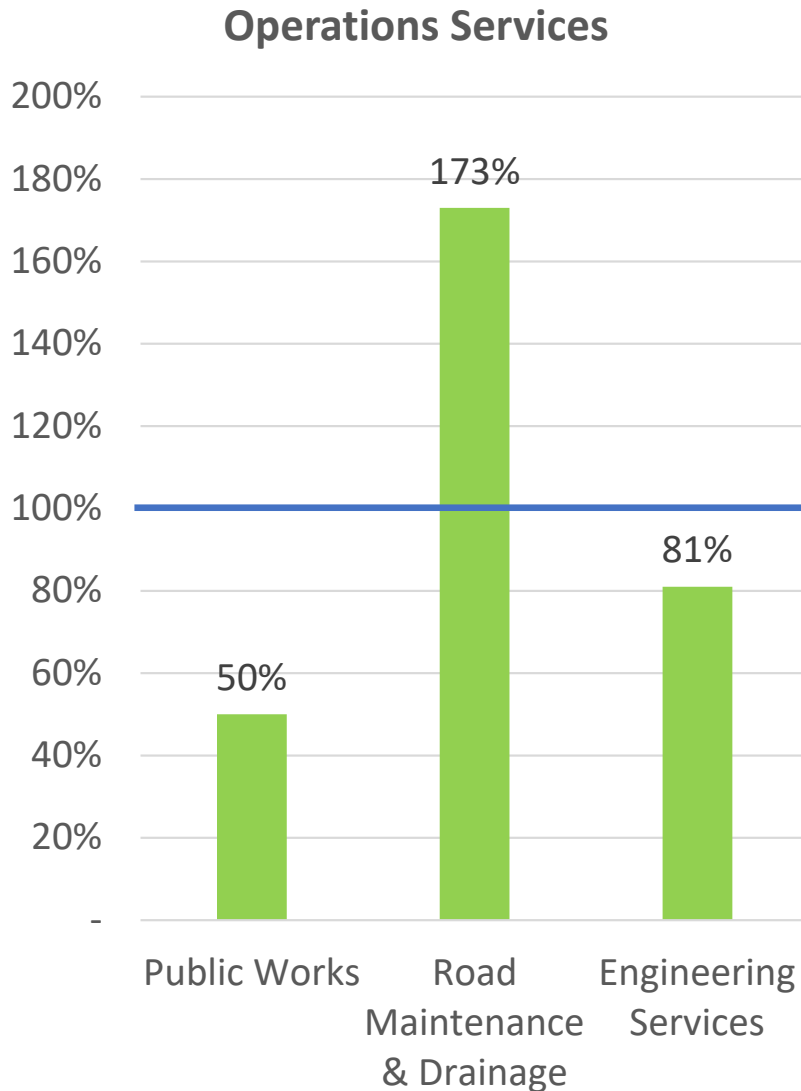
## Community Services

- Wabamun Boat Launch: Project delayed until spring 2022
- River Valley Alliance: Progressing as expected, signage to be completed end of 2021, maintenance to be completed by 2022.

## Fire Services

- Next Generation 911 System: Phone system has been purchased and will be installed in 2022 Q2

# CAPITAL PROJECTS



Overall, Operations Services is 75% (\$30,876,343) of \$41,145,846 budget spent.

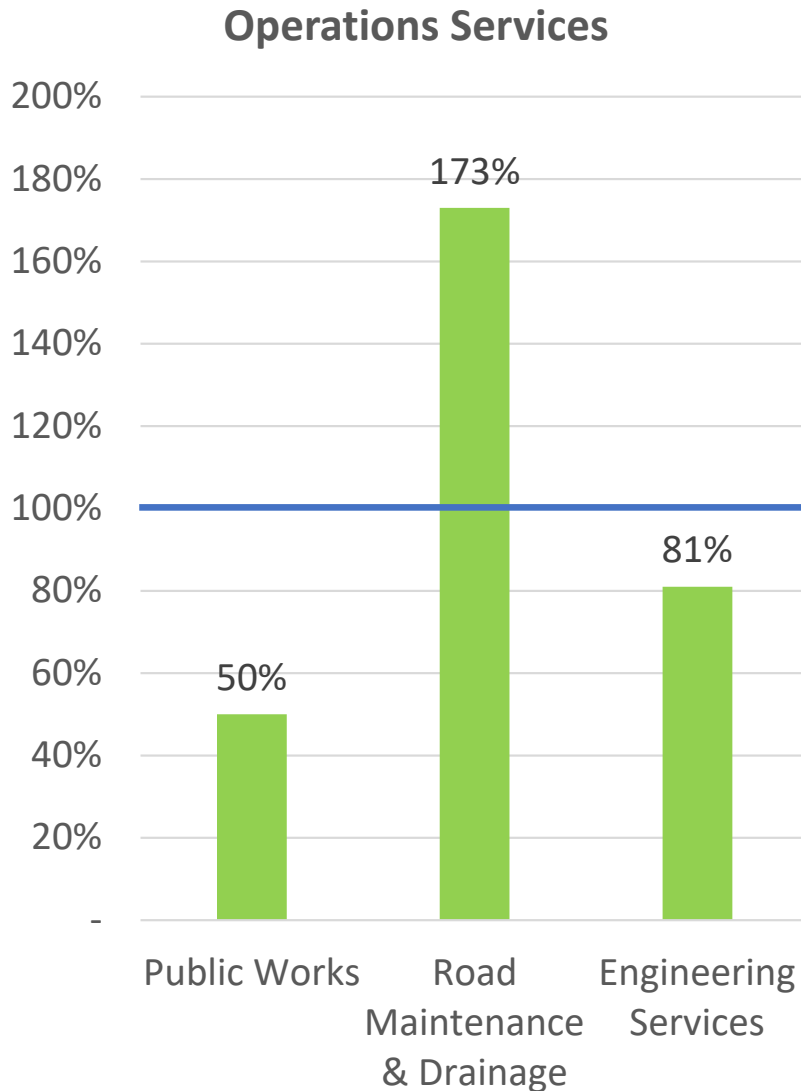
## Public Works

- Fleet Lifecycle Purchases: Passenger vehicles have been deferred to 2022 due to the supply chain disruptions in the auto-mobile industry
- Keephills Roof Repairs: Project progressing as expected
- Waste Haul Trailer for Parkland County Transfer Station: Estimated delivery in March 2022 due to supply chain challenges

## Road Maintenance & Drainage

- Budget represents contributed asset from developers

# CAPITAL PROJECTS



## Engineering Services

- Preliminary Design: Most design work completed in 2021 with two design projects to continue into 2022.
- Bridge File: Trestle Creek Bridge and Sundance Road have been completed
- Offsite servicing in Acheson Industrial Park is progressing as expected
- Township Road 510 Realignment: Completed
- Gravel Road Rehabilitation Program: All 2021 work has been completed.
- Asphalt Surfacing and Subdivision Surfacing: All 2021 work has been completed.
- Aggregate Seal Coat Surfacing: All 2021 work has been completed.
- Water and Wastewater: Lakeshore Waterloop is approximately 90% complete with remaining project completed by spring 2022
- Stormwater: Acheson Commercial Corner Stormwater Pond is under construction and was substantially completed in 2021.

# EFFECT ON TAX RATE

## **PARKLAND COUNTY** **Effect on Tax Rate Based on Current Year Council Approvals** **As at Dec 31, 2021**

Item Description	Date Approved	RFD Number	Cost			Tax Rate Impact		
			2022	2023	2024	2022	2023	2024
1 Microsoft Enterprise Agreement - renew	September 28, 2021	RFD 21-080	\$ 556,478	\$ 556,478	\$ 556,478	1%	0.86%	0.86%
<b>Total</b>			<b>\$567,110</b>	<b>\$754,228</b>	<b>\$ 754,228</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>

Note: 1% tax rate is approximately \$ 650,000



# CONTINGENCY FUNDS

## CAO Contingency

- \$323,600 utilized
- \$176,400 unspent
  - 35% unused

## GM Contingency

- \$104,686 utilized
- \$220,314 unspent
  - 68% unused

## Capital Contingency

- \$315,400 utilized
- \$684,900 unspent
  - 68% remaining

Contingency Fund Utilization



# CONTINGENCY FUNDS – CAO CONTINGENCY

Description	Department	Added/ (Utilized)	Balance Remaining
Opening Balance from 2021 Budget			\$500,000
Temporary Resource for GIS (6-month term)	Information Services	(22,000)	478,000
Opticus Scope Increase	Strategic Initiatives	(80,000)	398,000
Information Services Operations and Technology Review	Information Services	(80,000)	318,000
Entwistle Pool Start-up Operational Plan	Community Services	(27,000)	291,000
Auto Locks for Wabamun Park Washrooms	Community Services	(12,000)	279,000
Casual Administrative Support for Municipal Land Management	Strategic Planning & Intergovernmental Affairs	(12,000)	267,000
Enforcement Services Patrol Vehicle Printers	Enforcement Services	(21,500)	245,500
CONT-01025 Broadband Feasibility Study_Paul First Nation	Strategic Initiatives	(4,400)	241,100
CONT-01035 Wabamun Area Initiative Document Review	Planning & Development Services	(3,000)	238,100
CONT-01034 Parks - Utility trailer	Communication Services	(5,400)	232,700
CONT-01040 2021 Wabamun Initiative Project	Planning & Development Services	(45,500)	187,200
CONT-01041 Council Chambers A/V Upgrades	Information Services	(5,800)	181,400
CONT-01042 2022 RCMP Regimental Ball Sponsorship	Council	(5,000)	176,400
	Total Remaining as at December 31		\$176,400

# CONTINGENCY FUNDS – GM OPERATIONS SERVICES

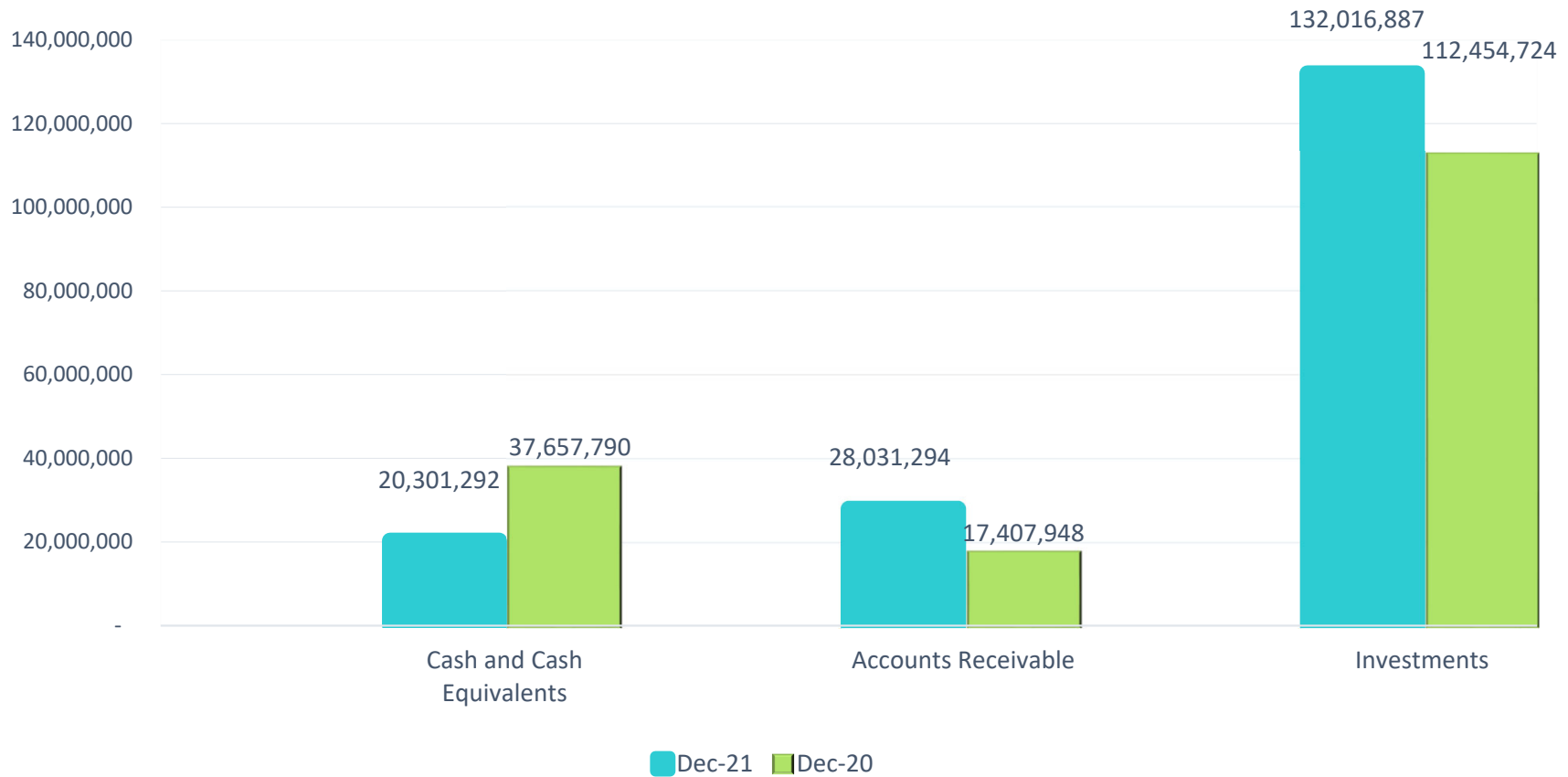
Description	Department	Added/ (Utilized)	Balance Remaining
Opening Balance from 2021 Budget			\$ 325,000
H2S Monitors at Wastewater Transfer Stations - Villeneuve	Utilities	(6,218)	318,782
H2S Monitors at Wastewater Transfer Stations - Golf Course	Utilities	(6,218)	312,564
Acheson Zone 6 ASP Consulting	Planning & Development Services	(15,000)	297,564
Range Rd 55 Creek Erosion	Engineering Services	(4,000)	293,564
Approach Construction	Engineering Services	(4,000)	289,564
Illegal Approach Removal	Engineering Services	(7,000)	282,564
2020 ACP Surfacing Final Warranty Inspections	Engineering Services	(1,500)	281,064
Core Service Support	Planning & Development Services	(50,000)	231,064
Wendal Place local road slope improvement	Engineering Services	(2,000)	229,064
Twp Rd 514 & Rge Rd 261 In Service Road Safety Review	Engineering Services	(8,750)	220,314
	Total Remaining as at December 31		\$220,314

# CONTINGENCY FUNDS – CAPITAL CONTINGENCY

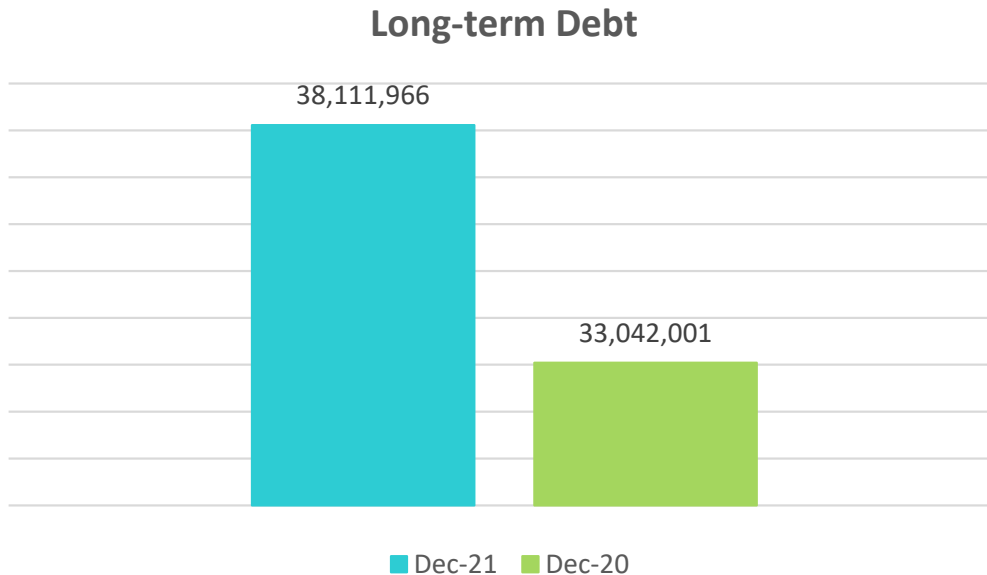
Description	Department	Added/ (Utilized)	Balance Remaining
Opening Balance from 2021 Budget			\$1,000,000
Acheson Commercial Corner	Engineering Services	(150,000)	850,0000
West Central Firehall Technology	Strategic Initiatives	(165,100)	684,900
	Total Remaining as at December 31		\$684,900

# FINANCIAL STATEMENT ANALYSIS

## Cash Flow Analysis

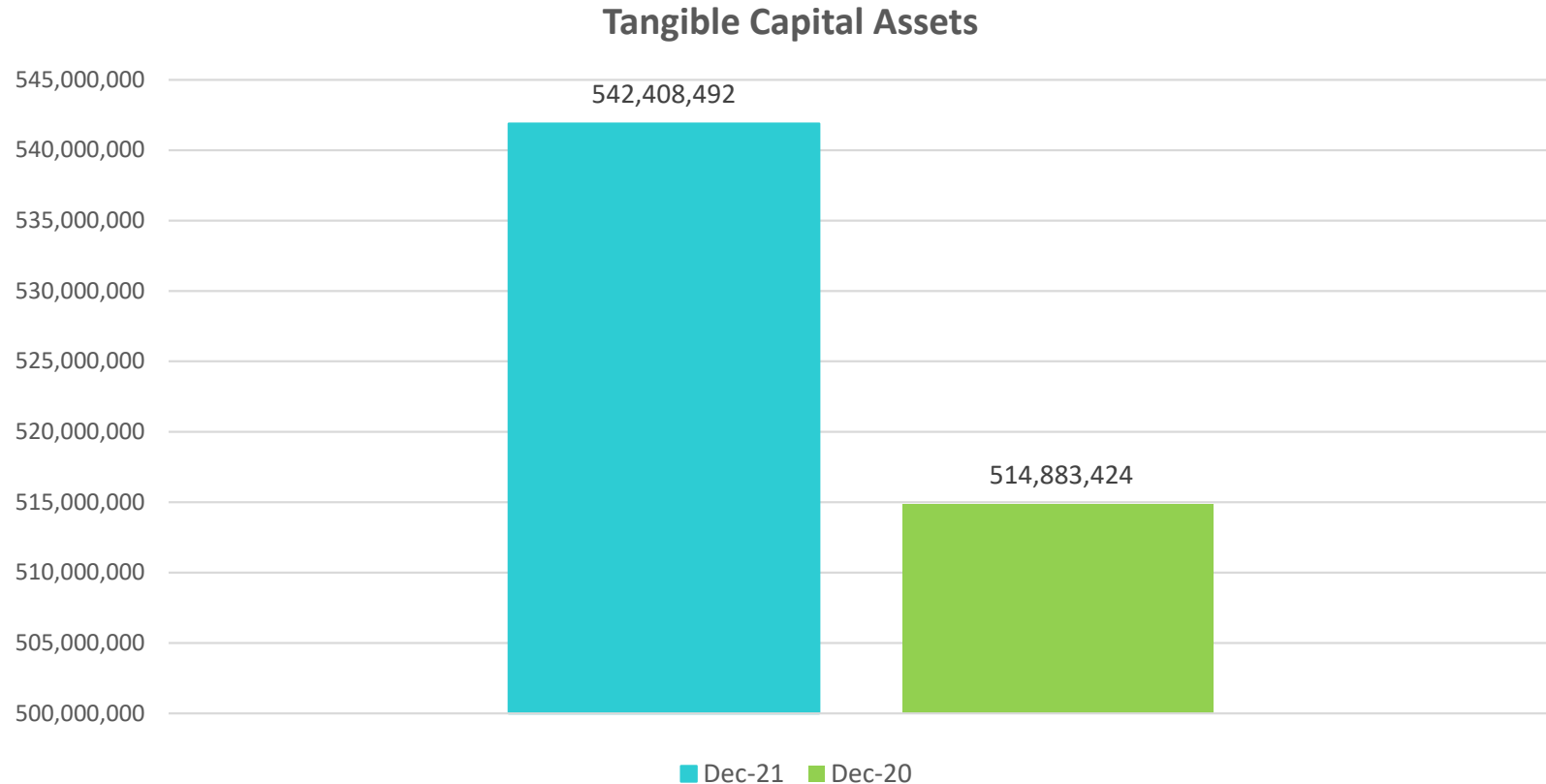


# FINANCIAL STATEMENT ANALYSIS



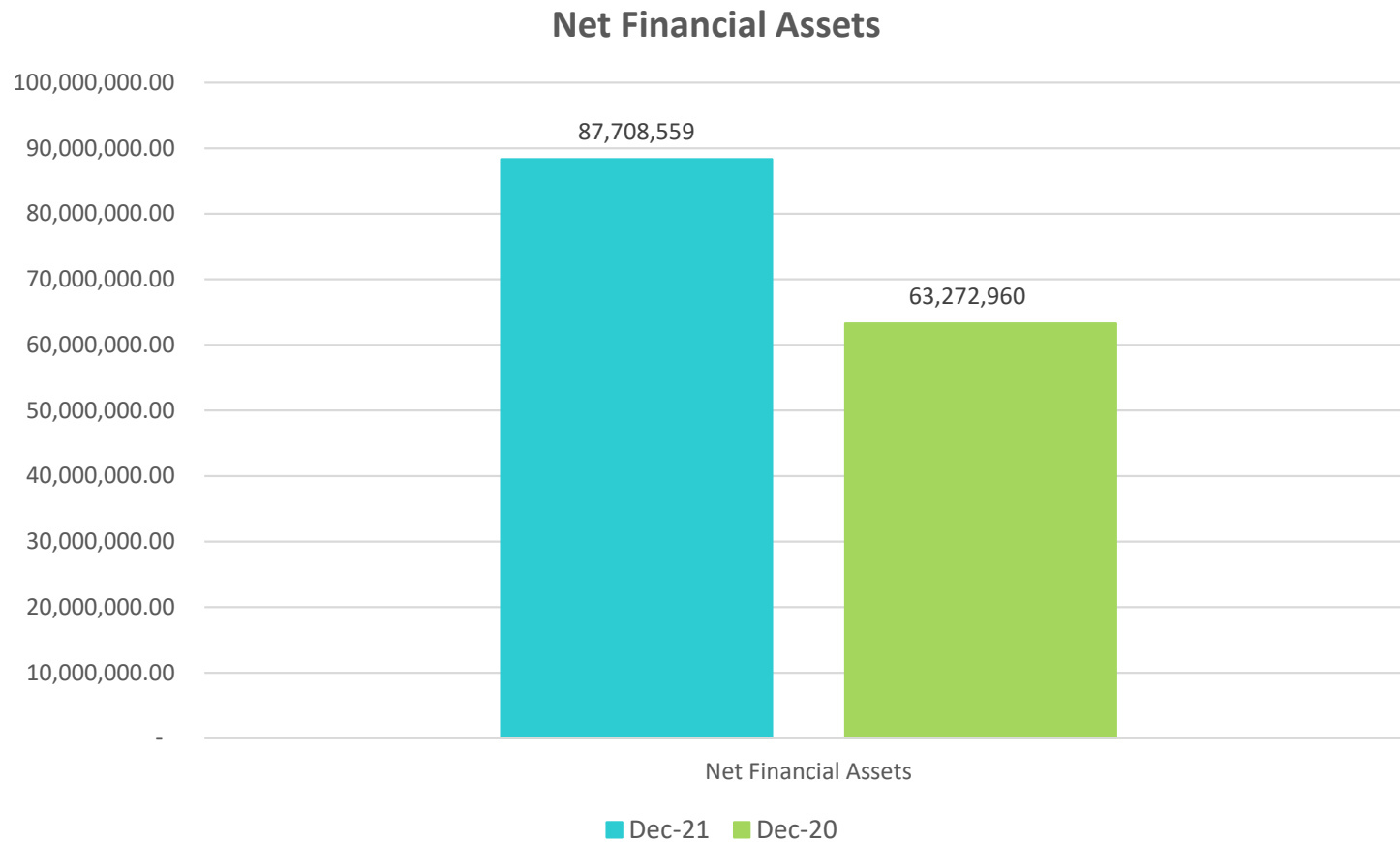
- Increase in long- term debt compared with December 2020 resulting from
  - Debt addition of \$7.3M
  - Debt payments of \$2.1M
- County debt limit calculations as at December 31, 2020 indicated 24.65% of maximum allowable debt utilized
  - Maximum allowable debt: \$133,529,079

# FINANCIAL STATEMENT ANALYSIS



Tangible Capital Assets are managed and held for use in the production or supply of municipal goods and services.

# FINANCIAL STATEMENT ANALYSIS



Net Financial Assets is the difference between financial assets and liabilities and is a key indicator of the County's sustainability. It indicates the County's ability to maintain services and meet financial commitments.



# 2021 CARRYFORWARD REQUEST

Description	Amount
Incomplete Programs	\$1,399,900
Operating Projects	202,400
Capital Projects	556,900
Transfers to Restricted Surplus for Future Projects	12,430,800
Other Transfers	4,500,000
Reduction to Allowance for Uncollectible Accounts	(8,100)
<b>Total</b>	<b>\$19,081,900</b>

- The above programs and projects were funded by taxation in 2021 and were not completed during the fiscal year
- Surplus remainder to be transferred to Long Term Sustainability

# QUESTIONS