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**COUNCIL**  
**Q4 2020 CORPORATE AND DRAFT YEAR END FINANCIAL UPDATE**

FEBRUARY 23, 2021

# KEY PERFORMANCE INDICATORS



Investment rate of return: **2.50%**

*One Year T-Bill Rate: 0.23%*



Total number of Building Permits Issued Q4 2020 YTD: **457**

*2015-2019 average YTD: 586*



Construction Building Permit Value for Q4 2020 YTD: **\$71.9M**

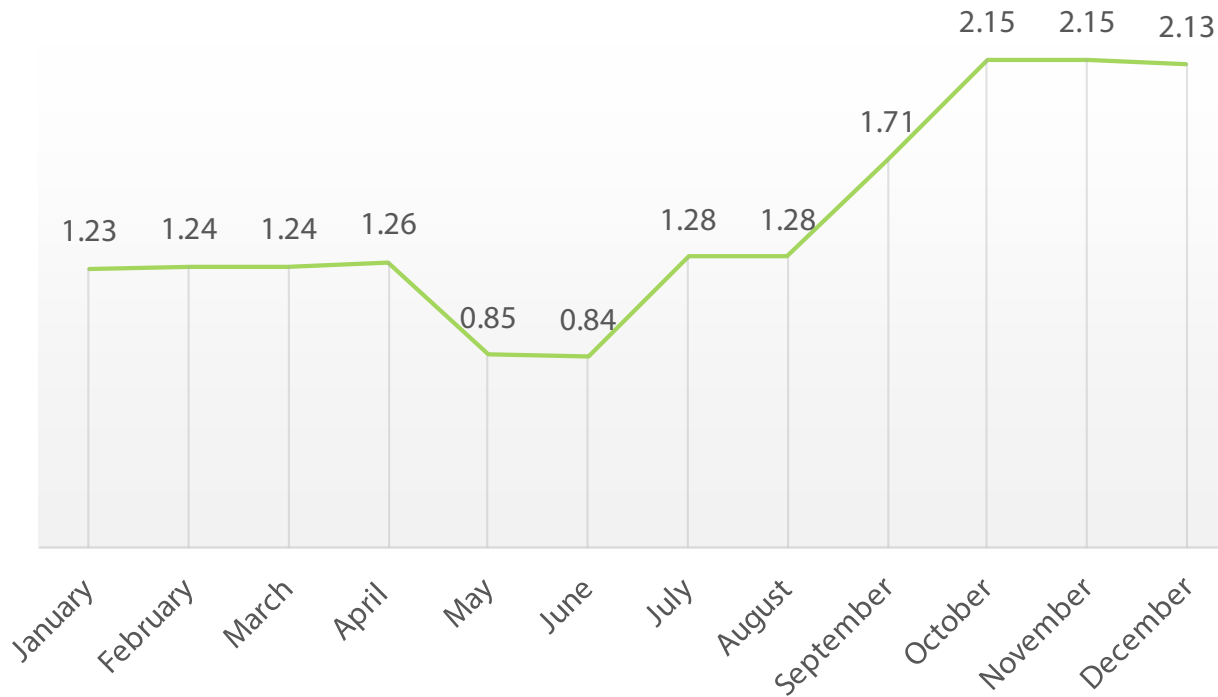
*2018-2019 average YTD: \$168.7M*

# KEY PERFORMANCE INDICATORS

December 2020 12-Month Rolling Total  
Recordable Incident Frequency (TRIF): **2.13**



January to December 2020: 12 Month TRIF



## OFFICE OF THE CAO

### Economic Diversification

- Meridian Business Park
- Industrial land

### Employee Services & Strategic Initiatives

- Payroll

## OPERATIONS SERVICES

### Planning and Development

- Land Use Bylaw Amendments
- Acheson Area Structure Plan Phase 1

# CORPORATE & SHARED SERVICES

## Strategic Services

- Customer Service
  - Phase 2
- Legislative Services
  - Subdivision and Development Appeal Board (SDAB)

## Procurement Services

- Projects

# AGRICULTURE, COMMUNITY & PROTECTIVE SERVICES

## Emergency Communications Centre

- 2020 Stats:
  - 70,281 incoming calls (57,656 cell phone)

## Fire Services

- Recruitment
- Fire permit system
- 2020 year end statistics attached

# QUESTIONS

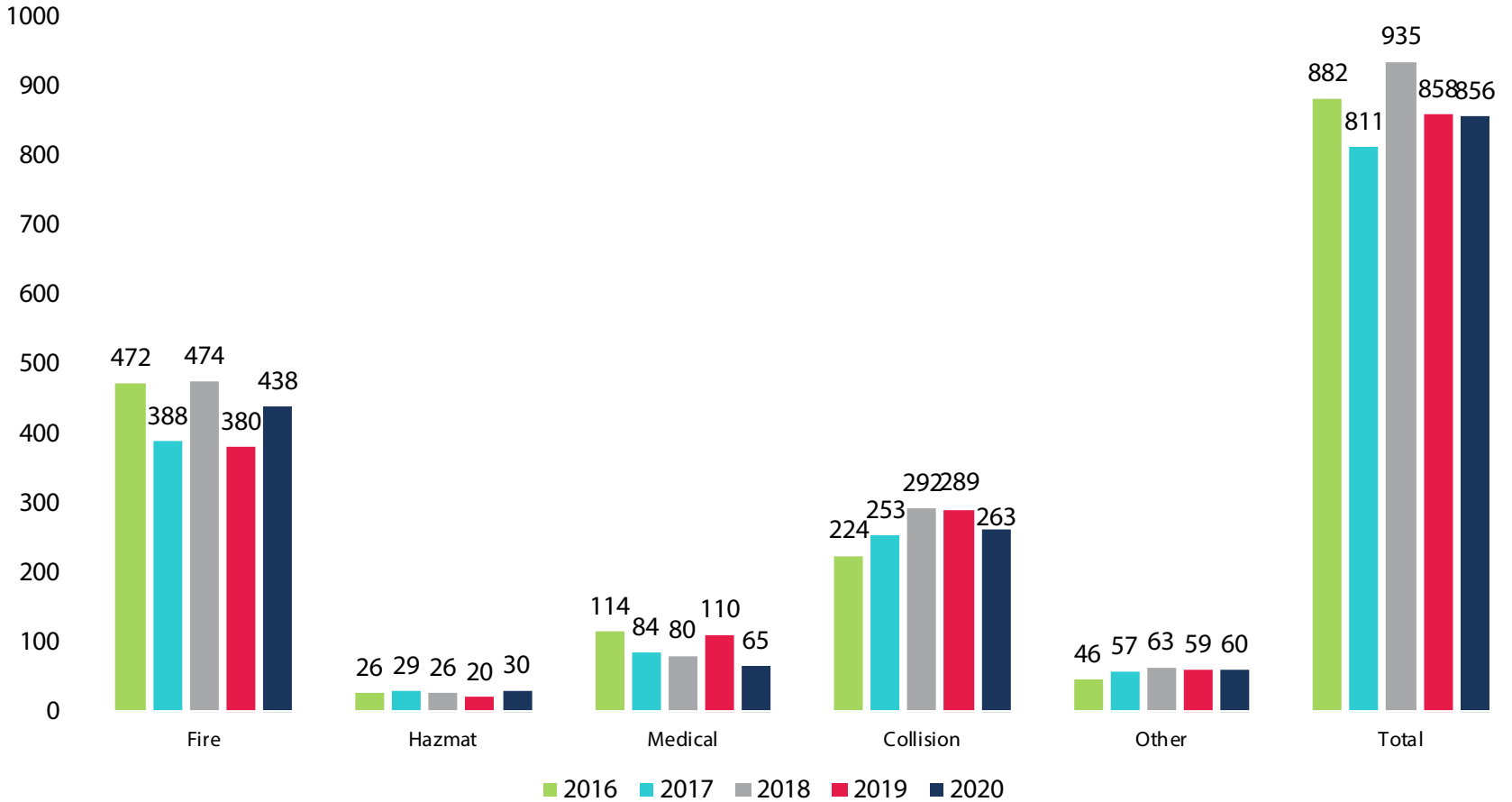
# FIRE SERVICES 2020 YEAR END STATISTICS





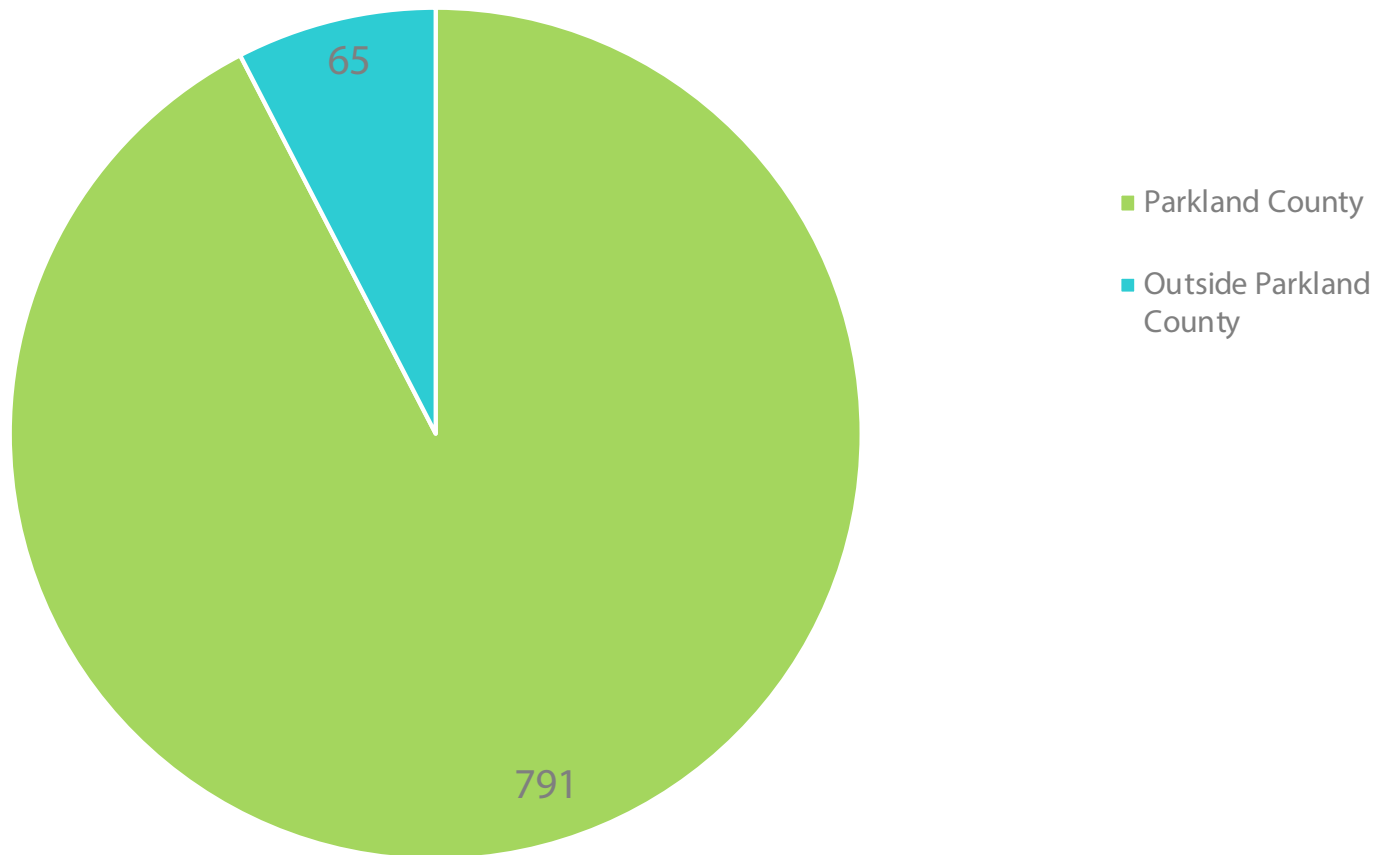
# FIRE SERVICES – ANNUAL INCIDENT DATA

## Annual Comparison of Total Incident Activity

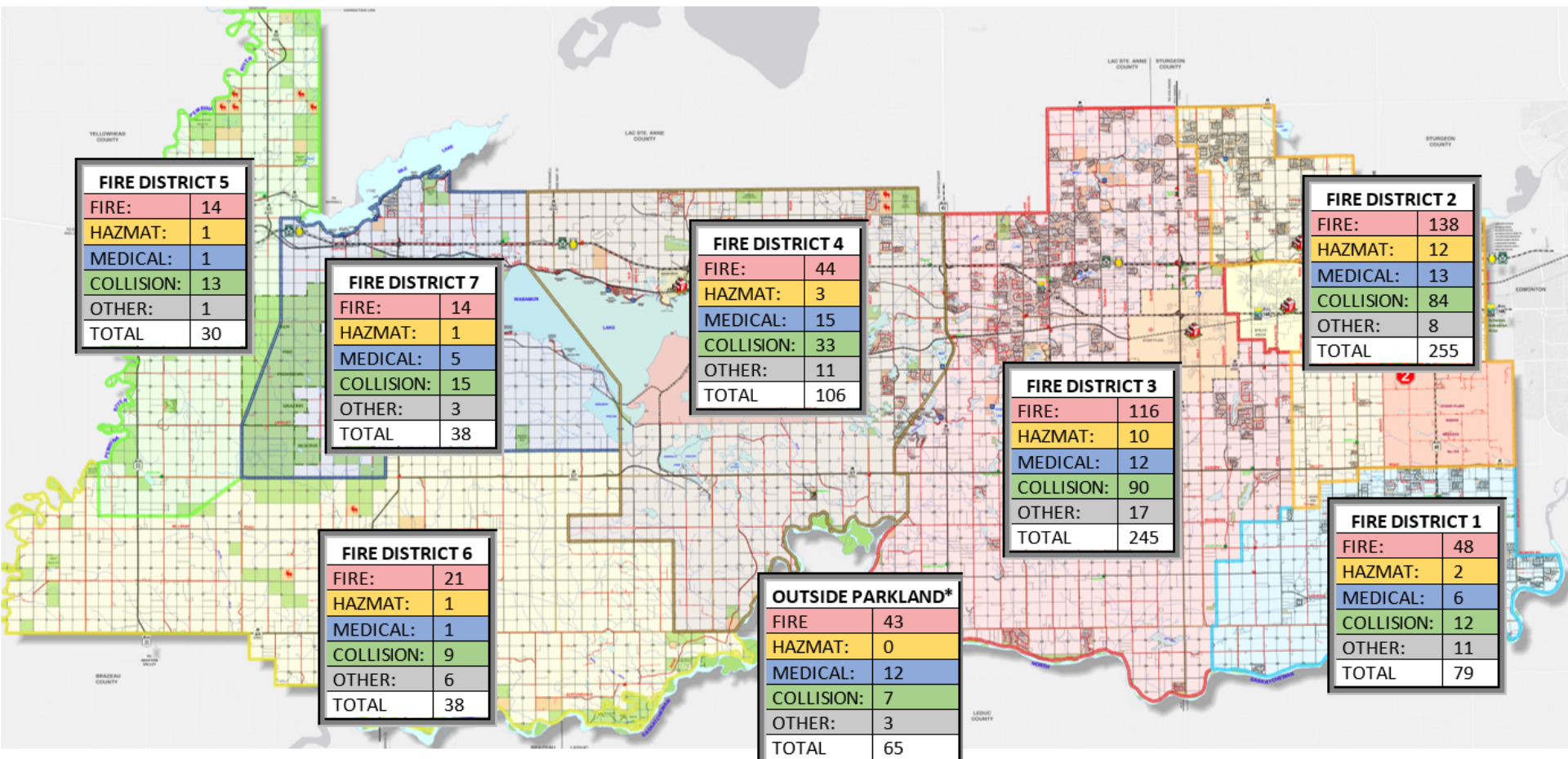


# INCIDENTS BY LOCATION

The following Pie Chart show the breakdown of incidents that occur in Parkland County to those that occur in other municipalities that either we service directly or have been requested for Mutual Assistance. This includes Summer Villages, Villages, Towns, Cities, or other Counties inside or bordering Parkland County



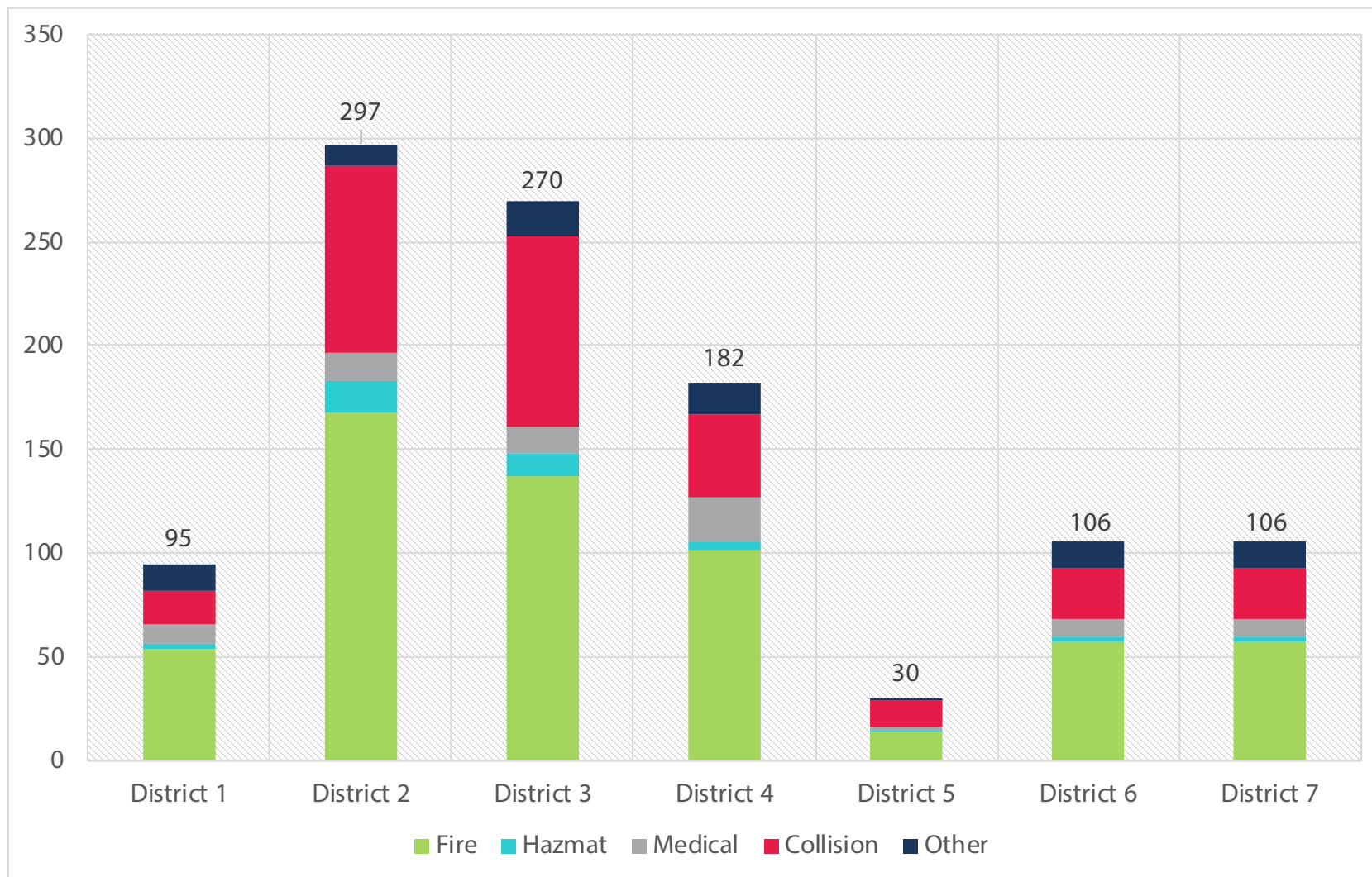
# 2020 INCIDENT LOCATIONS, BY TYPE



FIRE	HAZMAT	MEDICAL	COLLISION	OTHER
False Alarms, Explosions, Lightning Strike, Marine Fire, Outside Fire, Smoke Investigation, Structure Fire, Vehicle Fire, Train/Rail Fire	Fuel Spill, Gas Leak, Odor, Hazardous Material Spill/Release,	Assistance Provided to Alberta Health Services	Motor Vehicle Collision, Train/Rail Collision	Aircraft Emergency, Citizen Assist, Confined Space, Structural Collapse, Electrical Hazard, Entrapment, Assist RCMP, Assist Utility Co., Suspicious Package, Bomb Threat

Outside Parkland County\* - Means an incident that Parkland County Fire Services responded to in another municipality inside or outside of Parkland County's borders; a Summer Village, Village, County, Town and/or City).

# 2020 STATION RESPONSES



# ANNUAL - FALSE ALARMS



A nuisance alarm is more than one false alarm per year, on a parcel of land

# 2020 PERSONNEL DATA

Overall Total	
YTD Number of Staff	106
Total Number of Staff Hired	20
Total Number of Staff Lost	22
Plus / Minus	-2

Central / Headquarters	
Current Number of Staff	8
Total Number of Staff Hired	0
Total Number of Staff Lost	0
Plus / Minus	0

Acheson Fire Station	
Current Number of Staff	25
Total Number of Staff Hired	8
Total Number of Staff Lost	8
Plus / Minus	0

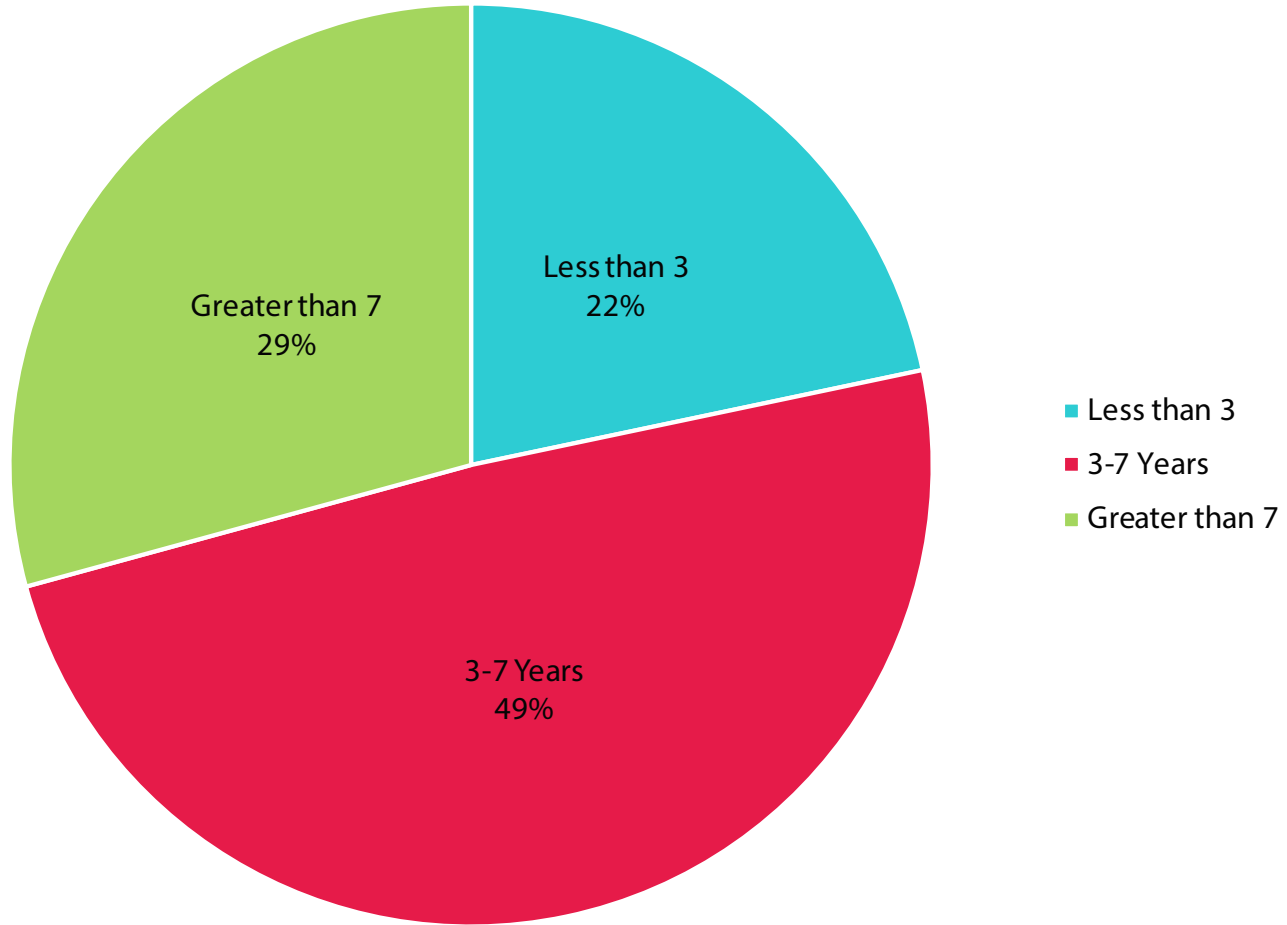
Parkland Village Fire Station	
Current Number of Staff	24
Total Number of Staff Hired	5
Total Number of Staff Lost	8
Plus / Minus	-3

Seba Beach Fire Station	
Current Number of Staff	10
Total Number of Staff Hired	1
Total Number of Staff Lost	1
Plus / Minus	0

Tomahawk Fire Station	
Current Number of Staff	11
Total Number of Staff Hired	0
Total Number of Staff Lost	0
Plus / Minus	0

Wabamun Fire Station	
Current Number of Staff	28
Total Number of Staff Hired	6
Total Number of Staff Lost	5
Plus / Minus	+1

# 2020 - STAFF YEARS OF SERVICE



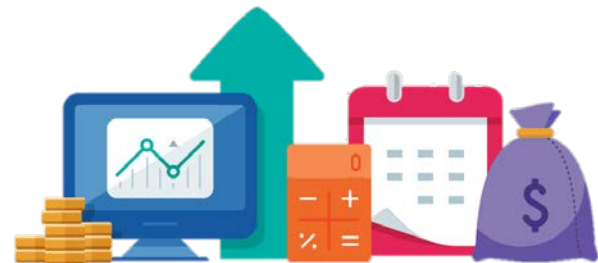
# DRAFT 2020 FINANCIAL REPORTS

- Year-end work on the financial statements is substantially complete
- The final audited financial statements will be presented to Council in April 2021
- Overall, the draft surplus for 2020 is \$10,275,200
- Main contributors to the surplus are:
  - MOST grant revenue
  - Investment returns
  - Debenture payments not incurred due to project delays

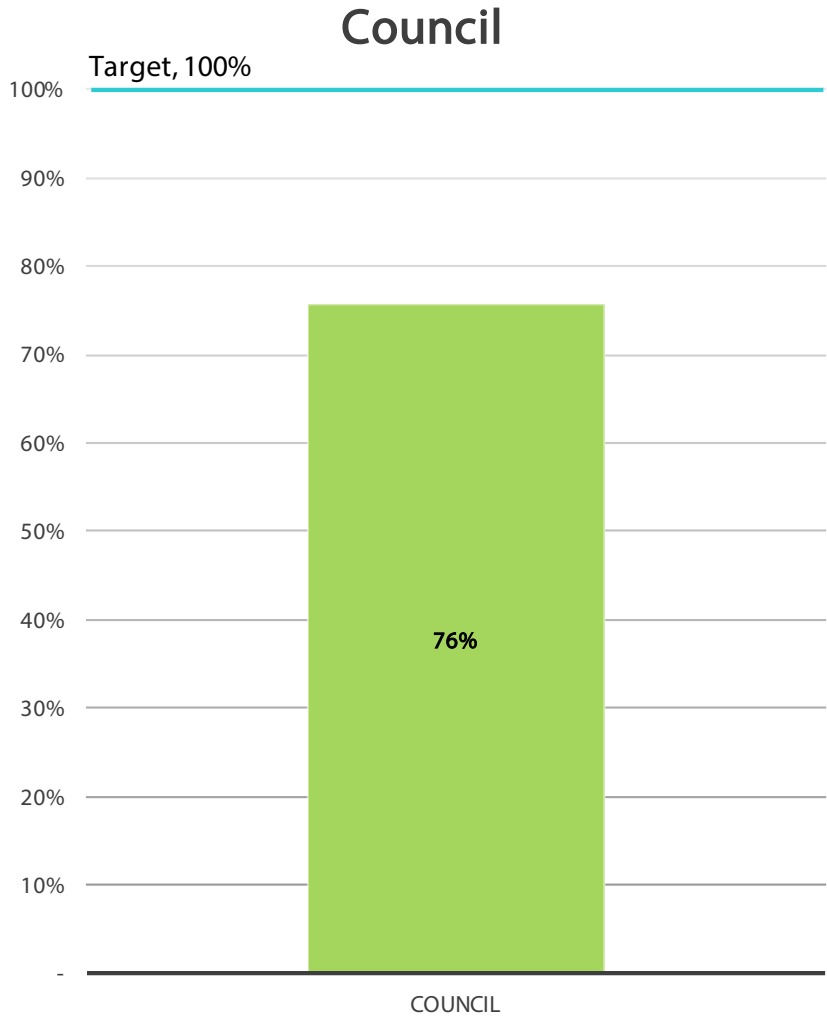


# OPERATING PROGRAMS - SUMMARY

- Report includes all regular program expenses.
  - Therefore excludes any operating or capital projects.
- The report represents 100% of the year.
  - Variances greater than 110% or less than 90% will be discussed.
- Overall we are 86% Spent.



# OPERATING PROGRAMS



## Council

- 76% Spent
- Conferences & Training underbudget due to COVID-19 restrictions.

# OPERATING PROGRAMS

## Agriculture, Community & Protective Services



### Agriculture Services

- 87% Spent
- COVID-19 and the amount of rain in the summer/spring cancelled or deferred program work.

### Emergency Communications Center

- 83% Spent
- 911 monitoring revenues were under budget due to TELUS over payment in prior period.

### Emergency Management

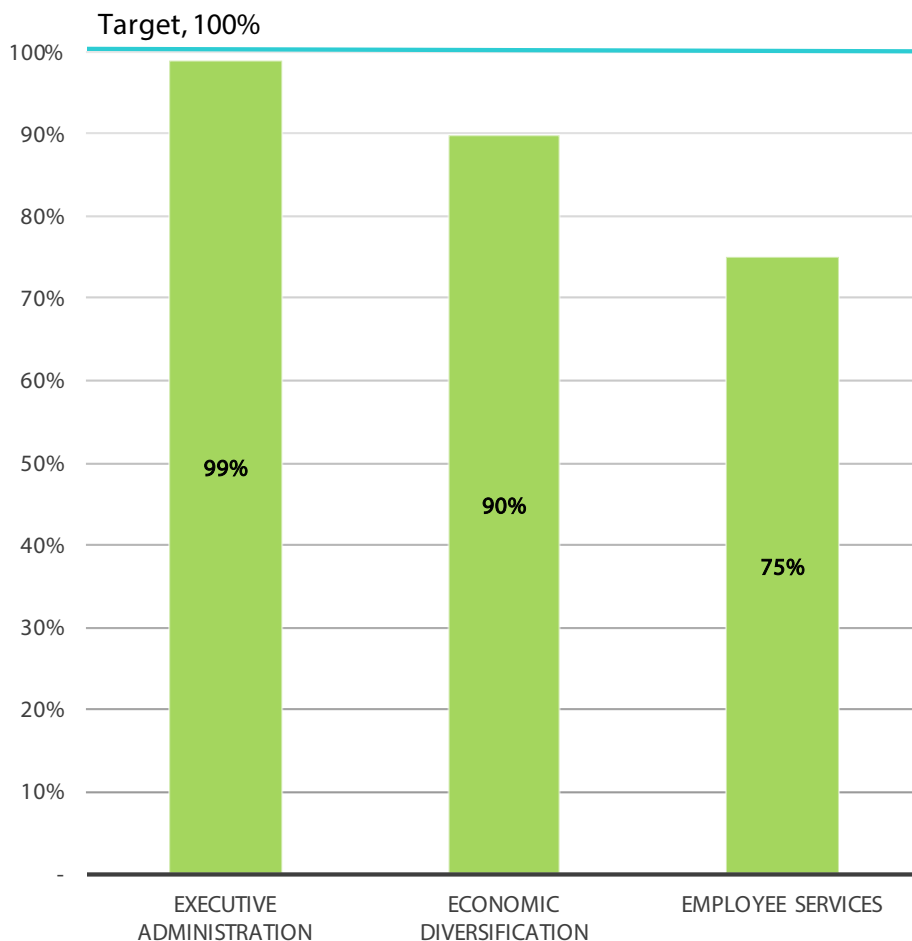
- 146% Spent
- Additional costs being incurred for COVID-19 response.

### Fire Services

- 87% Spent
- Revenues were higher than anticipated (124K) due to motor vehicle collision responses.
- Expenses were underbudget (537K) for personnel costs due to COVID -19 impacts on in-person activities, reducing attendance and deferrals of events and training.

# OPERATING PROGRAMS

## Chief Administrative Office

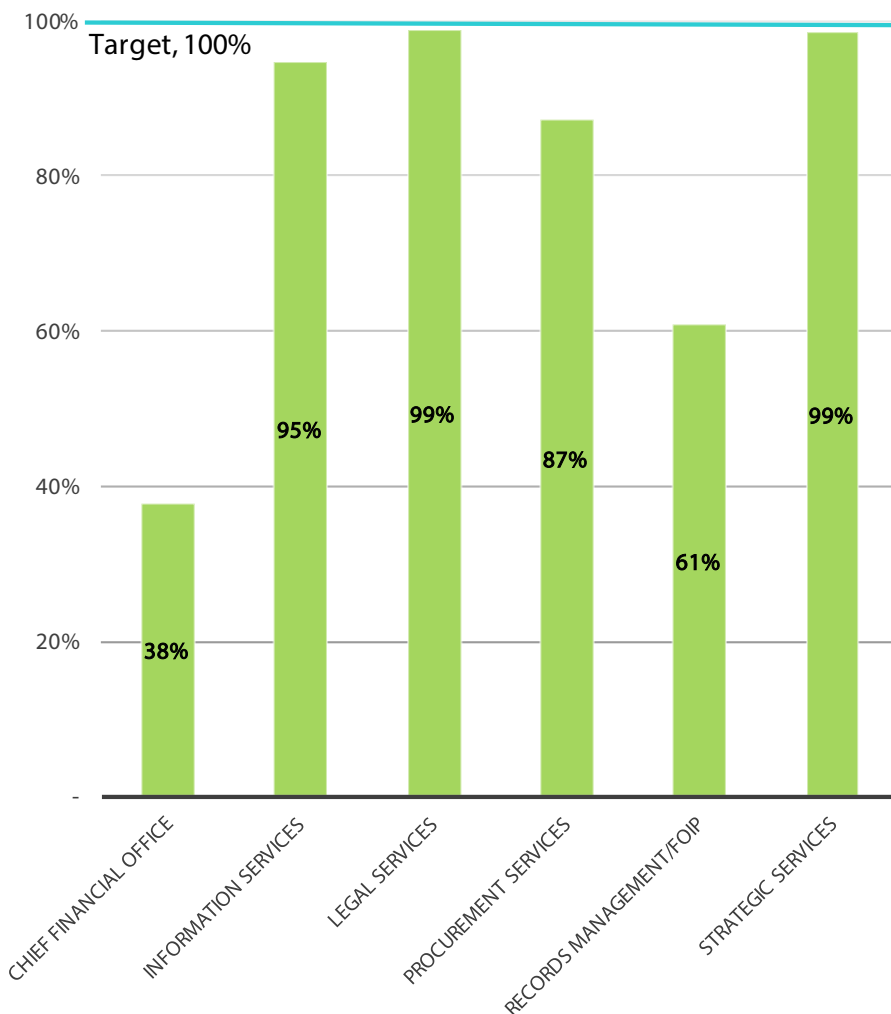


## Employee Services

- 75% Spent
- Expenses were under budget due to COVID-19 impacts on training & development, recruitment costs, conferences and events.

# OPERATING PROGRAMS

## Corporate and Shared Services



### Chief Financial Office

- 38% Spent
- Strategic investment strategies resulted in additional \$2M in investment revenue.
- MOST Grant revenue of \$2.5M was recognized.

### Procurement Service

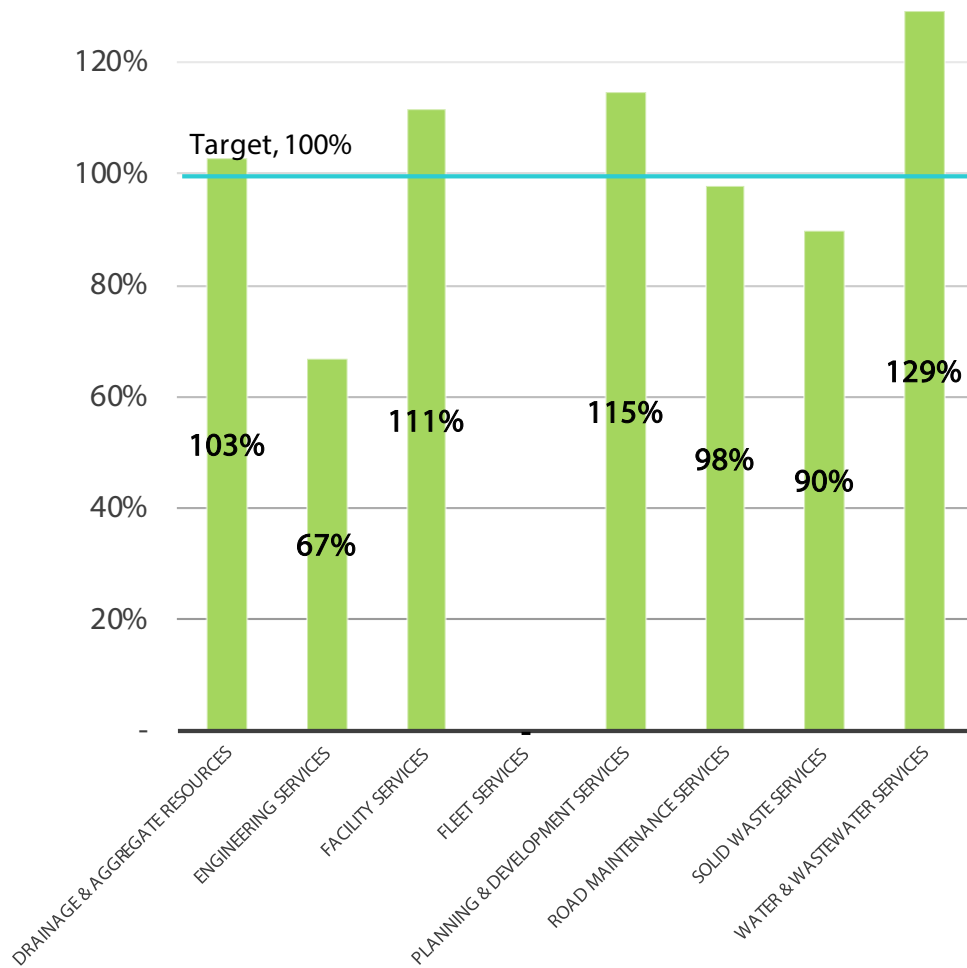
- 87% Spent
- Personnel costs under budget due to staffing vacancies.

### Records Management/FOIP

- 61% Spent
- Staffing costs are below budget due to efficiencies gained within the department.

# OPERATING PROGRAMS

## Operations Services



### Engineering Services

- 67% Spent
- Revenues were on budget at 96%. Expenses came in underbudget due to payment of debenture principle for Acheson Zone 5 and 7 not commencing until 2021.

### Facility Services

- 111% Spent
- Facility maintenance costs were over budget due to change in service delivery model.

### Planning & Development Services

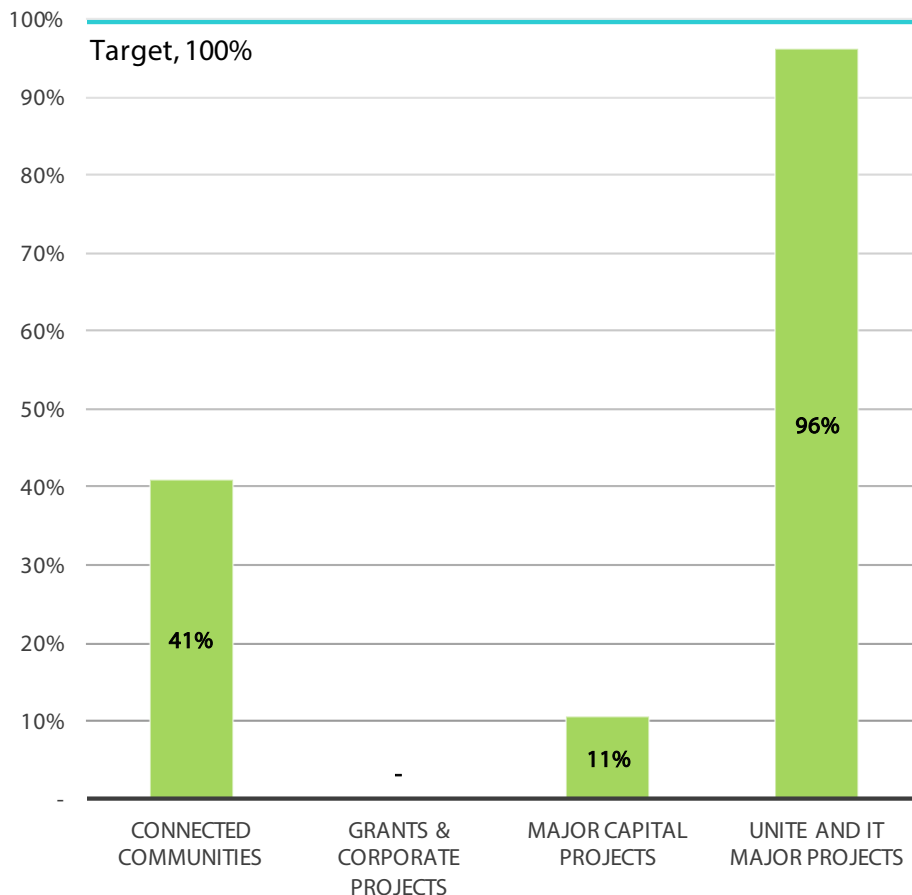
- 115% Spent
- Expenses were on budget. Revenues were less than anticipated due to COVID -19 economic impacts particularly industrial/commercial permit revenue.

### Solid Waste

- 90% Spent
- Expenses were on budget. Revenues are 138% to budget, attributed to residual Northlands tipping fees (\$247K).

# OPERATING PROGRAMS

## Strategic Initiatives



## Connected Communities

- 41% Spent
- Other professional and consultant fees (maintenance costs) are less than budgeted due to a more efficient and rigorous maintenance program being implemented by management.

# OPERATING PROJECTS - SUMMARY

## Operating Project Expenditures

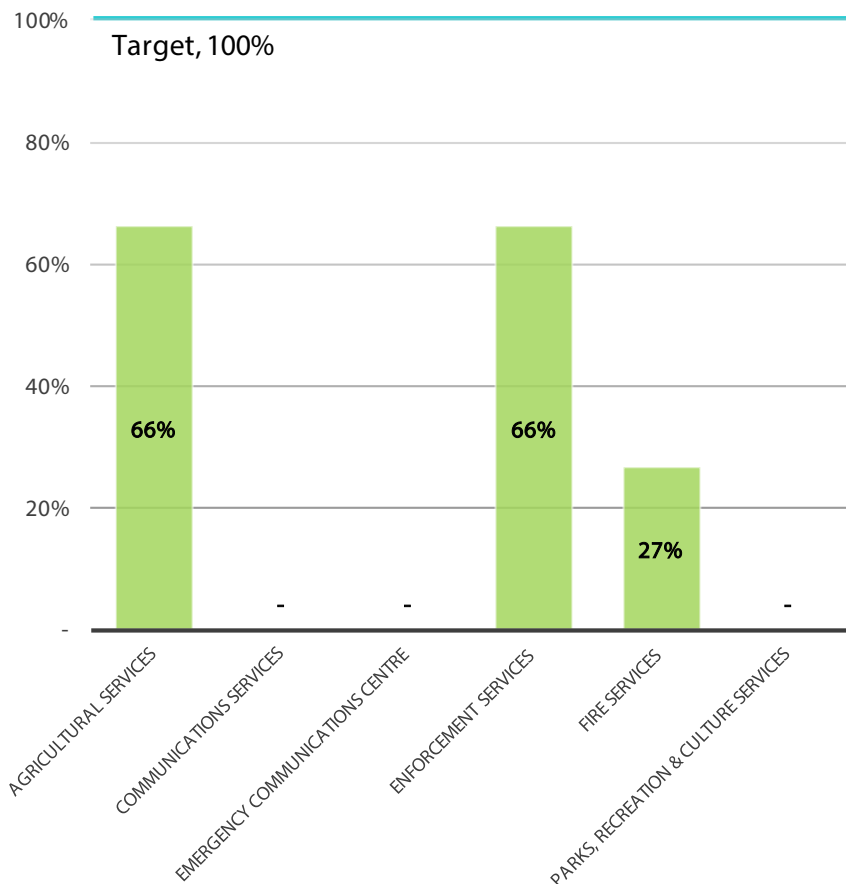


Total Operating Project Budget	\$9,547,775
Actual Expenditures (%) as at Dec 31, 2020	55%
Total Number of Projects	81
Number of Projects Completed	46



# OPERATING PROJECTS

## Agriculture, Community & Protective Services



Overall, Agriculture, Community & Protective Services are 53% (\$232,889) of \$441,875 budget spent.

### Agriculture Services

- Wabamun ice heaves and surveillance program projects are complete.
- Contaminated sites and hamlet reinvestment strategy projects are in progress and will continue into 2021.

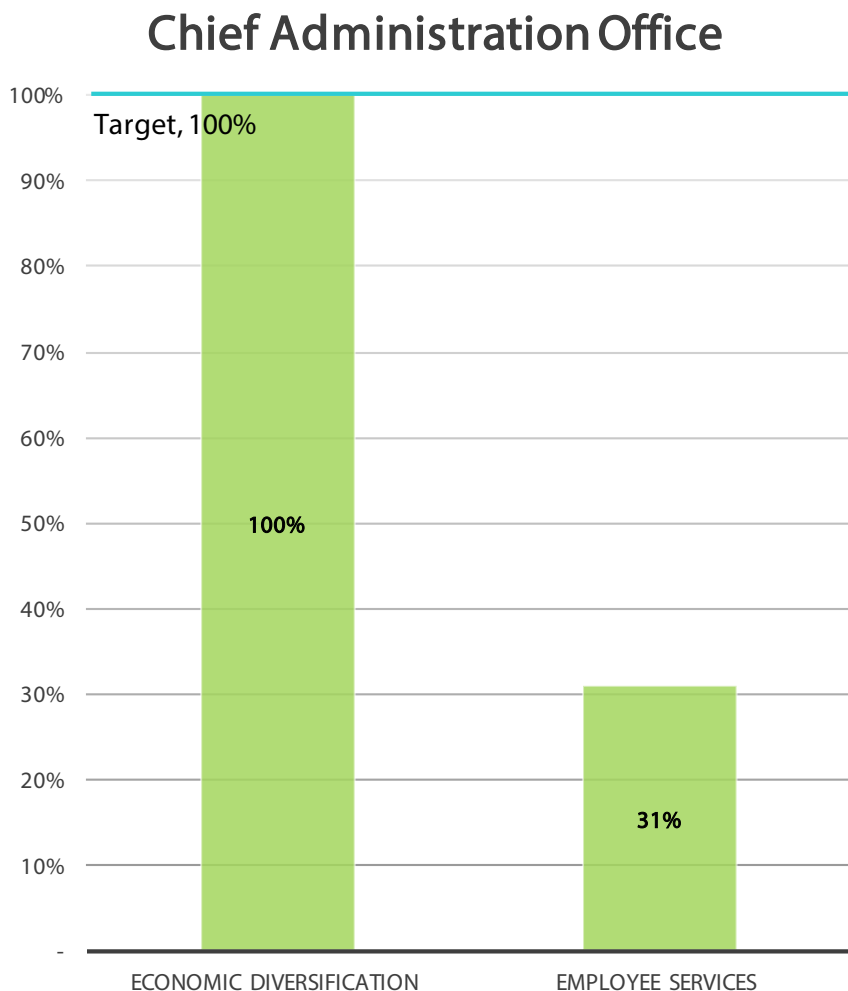
### Emergency Communication Centre

- ECC 911 technology consulting deemed part of capital project.

### Enforcement Services

- In-Car Video System project is complete.
- Patrol and Bylaw lifecycle projects were completed under budget.
- **Fire Services**
- Lifecycle replacement orders were completed under budget.

# OPERATING PROJECTS



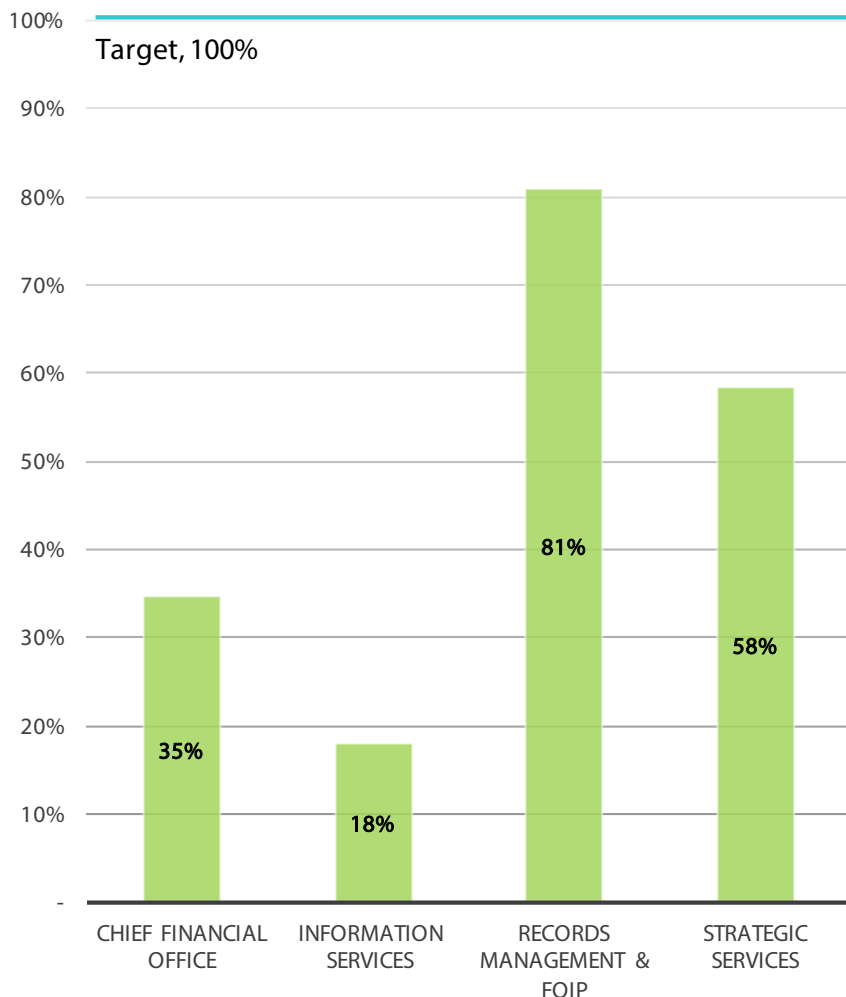
Overall, the Chief Administrative Office has 36% (\$53,058) of \$148,900 budget spent.

## Employee Services

- Staff engagement survey and re-write of safety program projects are underway and will be completed in 2021.
- Health and safety orientation video project was deferred to 2021.

# OPERATING PROJECTS

## Corporate and Shared Services



Overall, Corporate and Shared Services are 30% (\$223,226) of \$745,000 budget spent.

### Chief Financial Office

- Priority based budgeting, PSAB standards research & implementation, long-term capital plan and service delivery review projects are all in progress and anticipating completion in 2021.

### Information Services

- Flights for imagery - aerial & oblique, and software update to mobile weed inspector GIS projects deferred to 2021.
- Lifecycle replacement, Windows 10 contract work to continue into 2021.

### Records Management & FOIP

- Records management implementation and the software upgrade for HPE Records Management system are underway, work will continue in 2021.

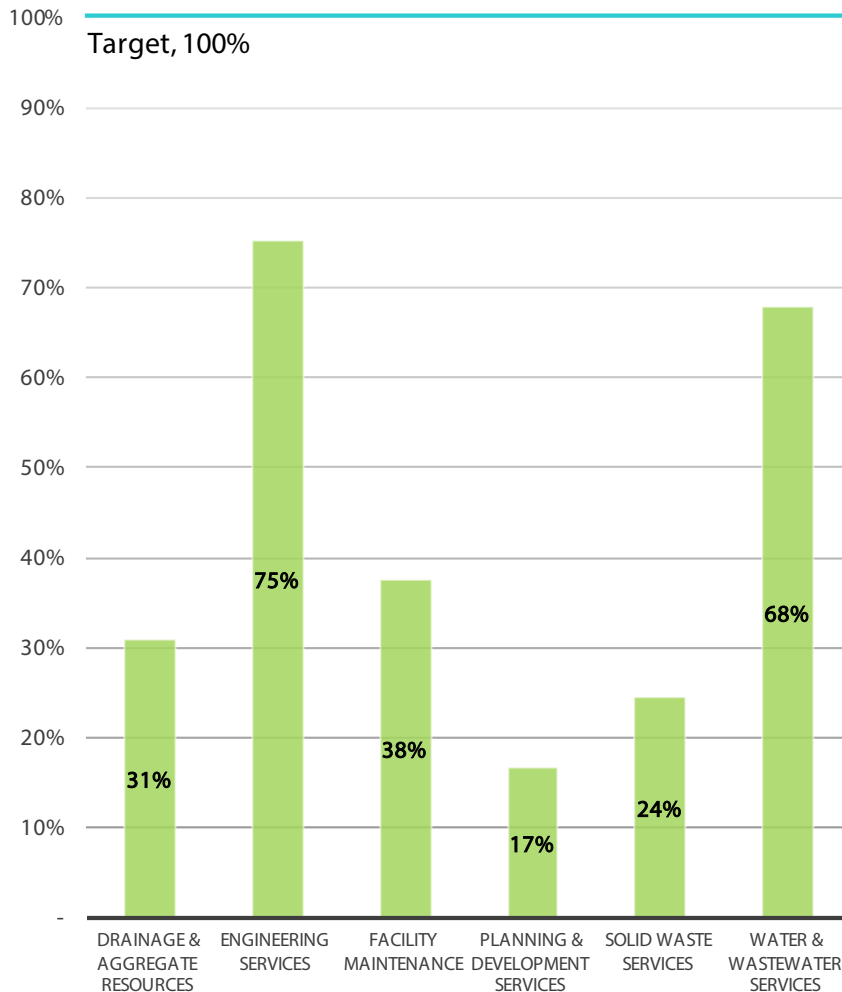
### Strategic Services

- Four counties EMRB motions consulting project is complete.
- Phone system upgrade project will continue into 2021.

Overall, Operations Services is 57% (\$1,090,054) of \$1,910,800 budget spent. 28

# OPERATING PROJECTS

## Operations Services



### Drainage and Aggregate Resources

- LiDar data collections and bridge condition assessment projects are complete. Storm water utility bylaw project to be deferred to 2021. Storm CCTV and Condition Assessments work to continue into 2021.

### Engineering Services

- Rail safety upgrades, road preservation/innovation consulting, concept design for pinchback road & 96 ave, arterial road concept design Twp Rd 534, Hwy 44 to Hwy 779 projects are all complete.
- Wastewater CCTV, concept design – Acheson and transportation master plan are in progress, work continuing into 2021.

### Facility Maintenance

- Lifecycle projects were completed under budget.
- Racking & aged tools replacement project work to continue into 2021.

### Planning & Development Services

- Intermunicipal development plan, Acheson ASP and land use management transition projects are on all in progress and work to continue into 2021.

### Solid Waste Services

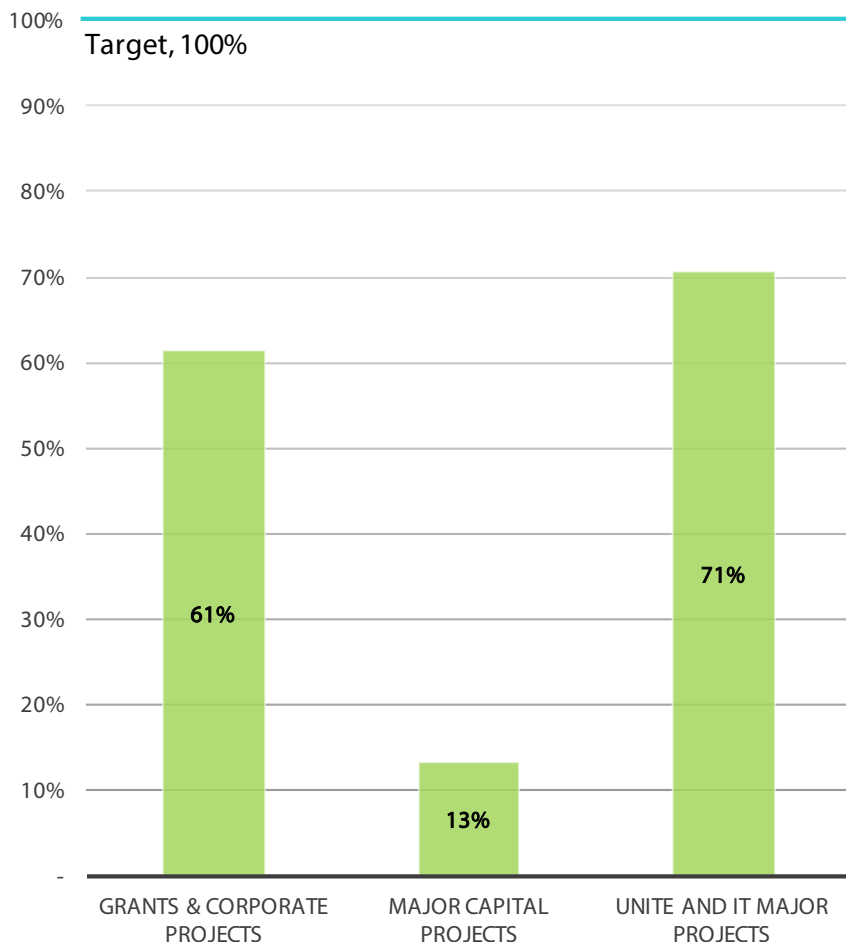
- Safety barrier project completed under budget

### Water and Wastewater Services

- Utility rate model and inflow/infiltration Duffield wastewater lagoon projects were completed under budget.

# OPERATING PROJECTS

## Strategic Initiatives



Overall, Strategic Initiatives are 58% (\$3,686,009) of \$6,301,200 budget spent.

### Grants & Corporate Projects

- Tri-Muni rub-regional plan and Meridian Business Park project to continue into 2021.

### Major Capital Projects

- Keephills roof repair project complete.
- CSB salt contamination project to continue into 2021.

### Unite and IT Major Projects

- Project work will continue into 2021, updates included with corresponding capital projects.

# CAPITAL PROJECTS - SUMMARY

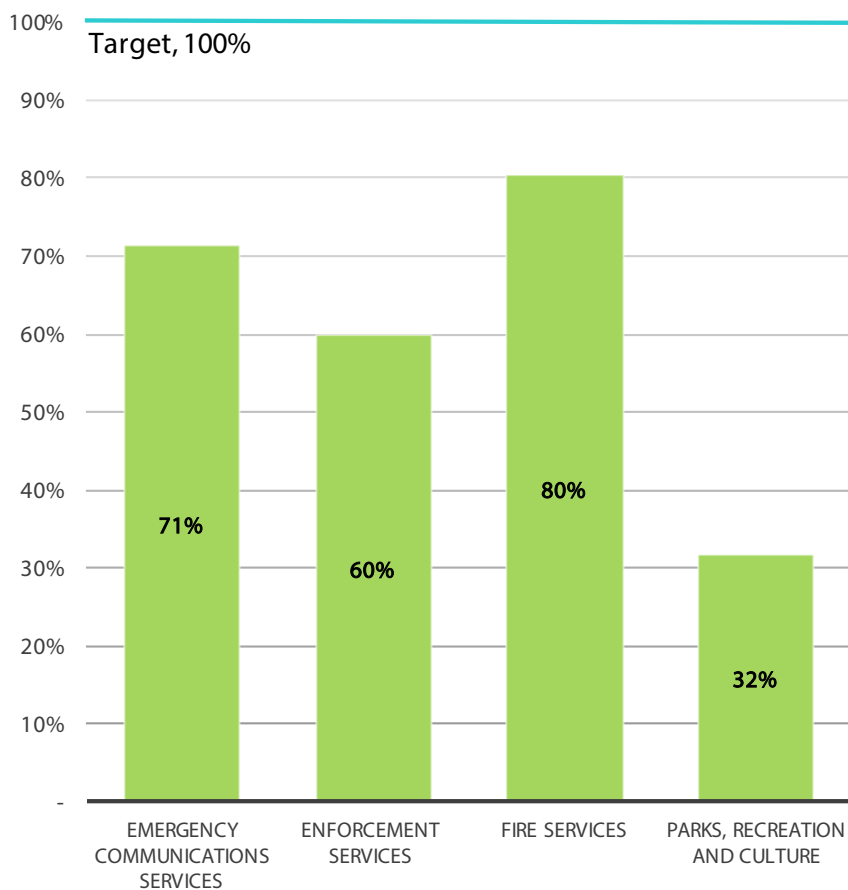
## Capital Project Expenditures



Total Capital Budget	\$49,384,849
Actual Expenditures (%) as at Dec 31, 2020	74%
Total Number of Projects	155
Number of Projects Completed	119

# CAPITAL PROJECTS

## Agriculture, Community & Protective Services



Overall, Agriculture, Community & Protective Services is 65% (\$669,222) of \$1,022,900 budget spent.

### Emergency Communications Services

- Next Generation 911 system: expected to go live March 2021.

### Enforcement Services

- In-Car Video and Laptop: project complete under budget
- Radio communication system: project complete under budget.

### Fire Services

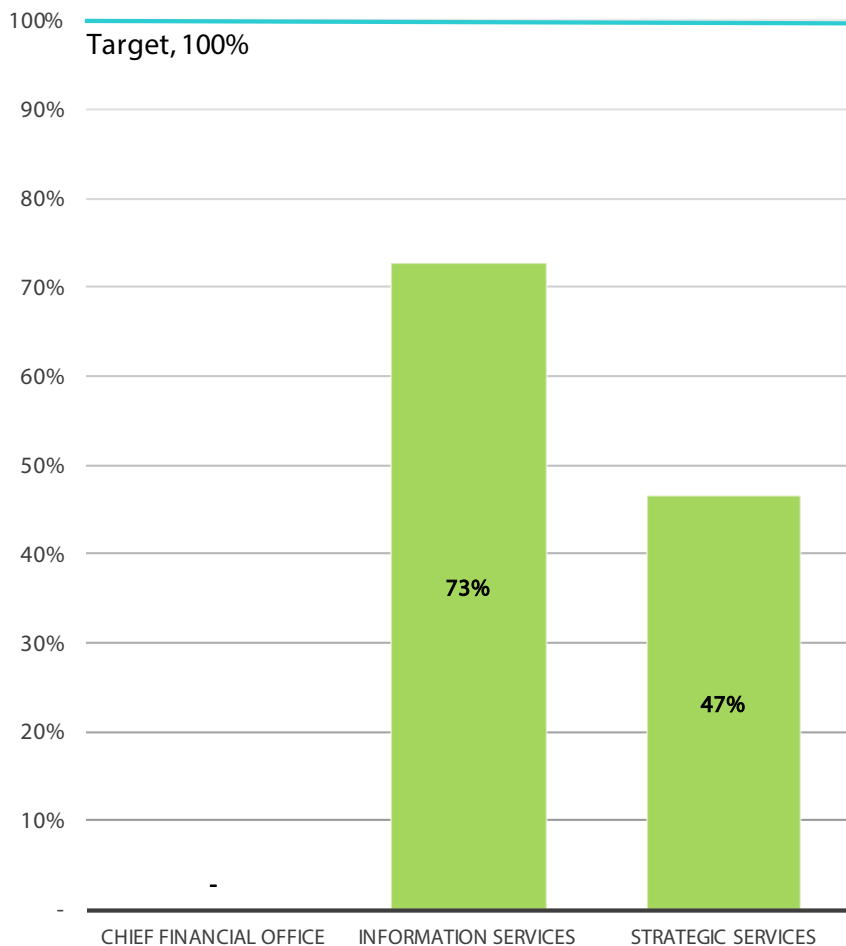
- Hydraulic Rescue Tools: project complete.
- All equipment purchases complete under budget

### Parks, Recreation and Culture

- Wabamun Boat Launch: project at tender phase.

# CAPITAL PROJECTS

## Corporate and Shared Services



Overall, Corporate & Shared Services is 31% (\$278,653) of \$892,380 budget spent.

### Chief Financial Office

- Budget represents the capital project contingency.

### Information Services

- Network upgrades: funds are being carried forward for Emergency Communication Centre and Acheson Fire Station.
- Video Conferencing Enhancement – Acheson and ED Boardrooms: project started late 2020, progressing as expected.

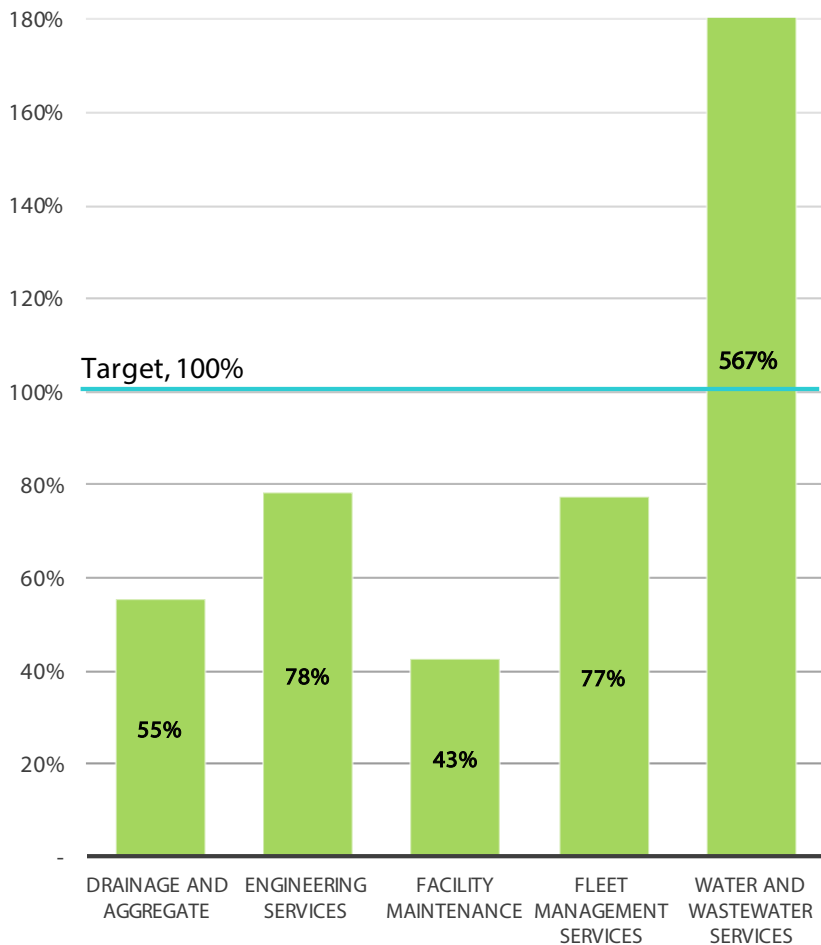
### Strategic Services

- Customer service security system: substantially complete, awaiting final project walk-through.



# CAPITAL PROJECTS

## Operations Services



Overall, Operations Services is 81% (\$21,715,386) of \$26,789,245 budget spent.

## Drainage and Aggregate Services

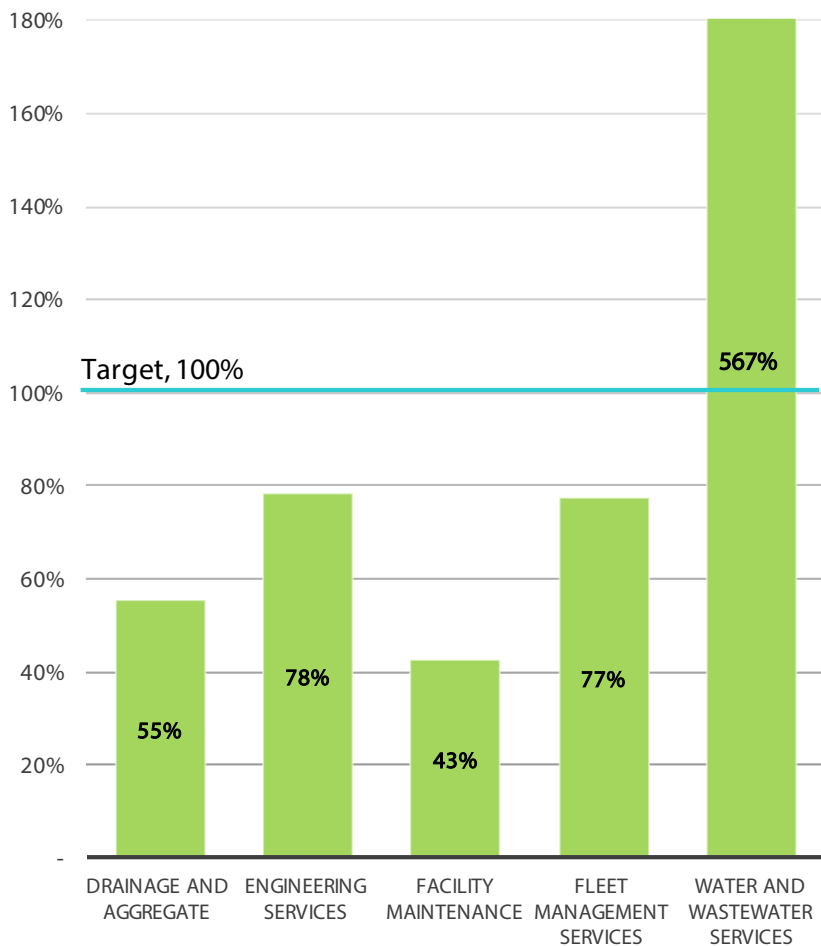
- Budget represents contributed asset from developers.

## Engineering Services

- Preliminary Design: 3 out of 4 projects complete. Final project will be completed Q1 2021.
- Roadway Construction: design for Township Road 510 is substantially complete, construction expected to be tendered in Q1 2020.
- Asphalt Surfacing & Subdivision Surfacing: both programs were completed ahead of schedule.
- Aggregate Seal Coat Surfacing: All 2020 work completed, pending final inspection.

# CAPITAL PROJECTS

## Operations Services



## Engineering Services (CONT'D)

- Acheson Zone 1 & 2 Wastewater Line Improvement: project is substantially complete with few exceptions related to approval permit delays from Alberta Transportation.
- Acheson Zone 4 Reservoir: project complete and fully operational.

## Facility Maintenance & Fleet Services

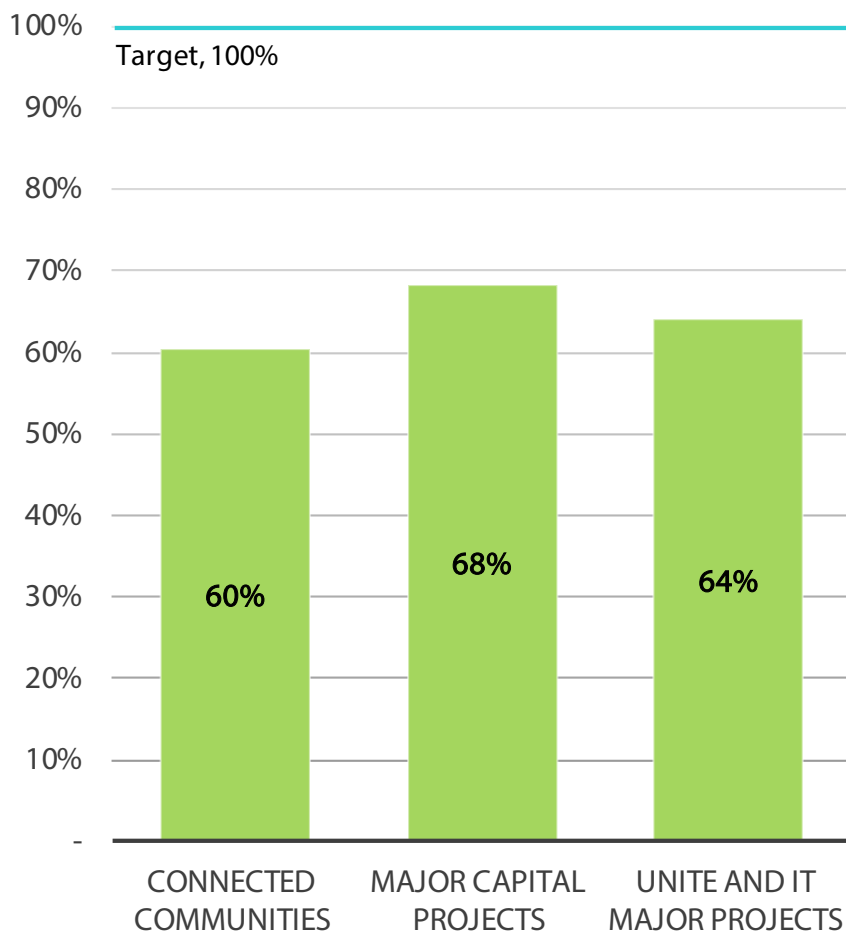
- Fleet Lifecycle purchases: all planned purchases substantially complete, with only 3 out of 53 planned purchases being carried forward to 2021.
- Facility Maintenance Life Cycle – Chiller County Centre and wood fencing complete under budget.
- Keephills Roof Replacement: project deferred, PMO – Major Capital Project budget was used to for the Keephills renovation.

## Water and Wastewater Services

- Transfer Station upgrades (Villeneuve & Golf Course): project complete.
- Budget includes contributed asset from Acheson Zone 7 development. The value of contributed asset received exceeds what was budgeted.

# CAPITAL PROJECTS

## Strategic Initiatives



Overall, Strategic Initiatives is 68% (\$14,032,990) of \$20,680,324 budget spent.

### Major Capital Projects

- Council receives regular updates on Major Capital Projects.
- Sand & Salt Storage shed: complete and in-service.
- Keephills School Renovation: project complete.

### Unite and IT Major Projects

- Payroll System & Talent Management System: project on track, expected to be completed in Q2 2021.
- Project Management Enhancement: scheduled for 2021, expected to be completed end of 2021.
- Customer Relationship Management Software: project is complete.
- Procure to Pay Enhancement, Budget Enhancement and Office 365 Enhancement: project continues in 2021.

# EFFECT ON TAX RATE

## PARKLAND COUNTY

### Effect on Tax Rate Based on Current Year Council Approvals As at December 31, 2020

Item Description	Date Approved	RFD Number	Cost			Tax Rate Impact		
			2021	2022	2023	2021	2022	2023
Total			\$ -	\$ -	\$ -	0%	0%	0%

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

- As of December 31, 2020 there have not been any resolutions that would impact the future municipal tax rate.

# CONTINGENCY FUNDS

## CAO Contingency

- \$476,600 has been utilized
- \$23,400 remains unspent
  - 5% remaining

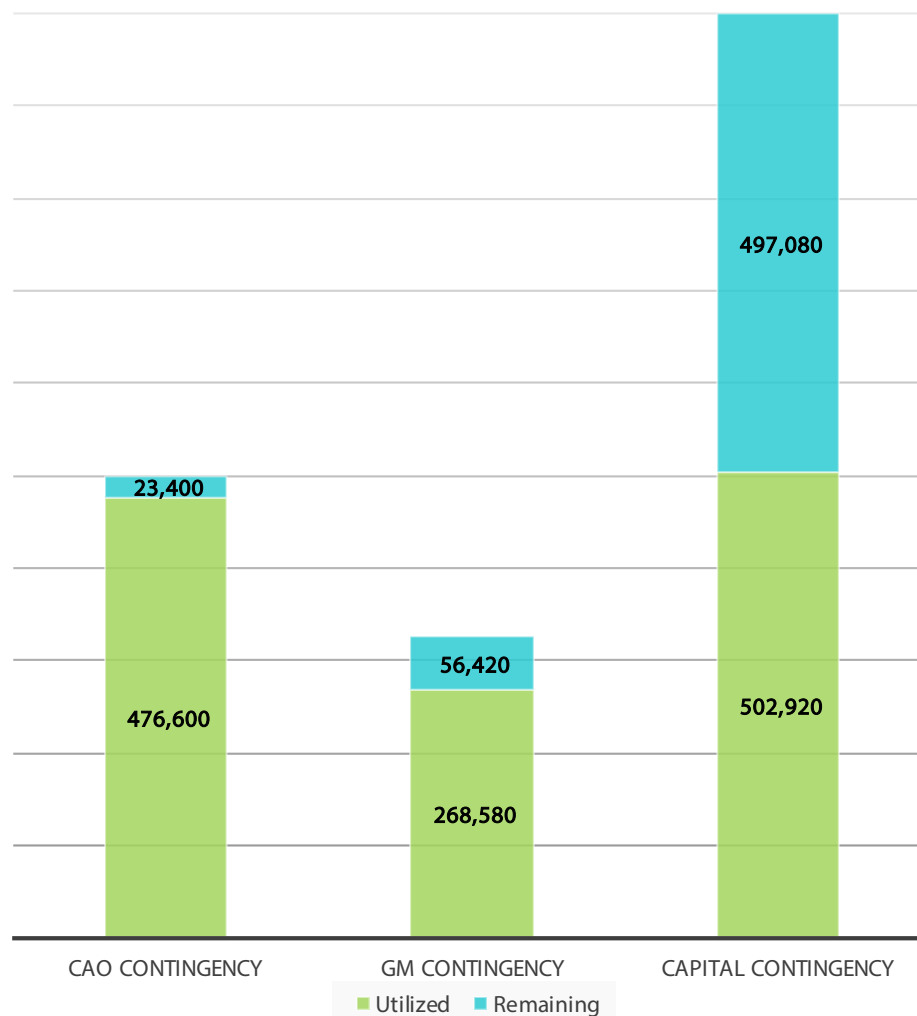
## GM Contingency

- \$268,580 has been utilized
- \$56,420 remains unspent
  - 14% remaining

## Capital Contingency

- \$502,920 has been utilized
- \$497,080 remains unspent
  - 50% remaining

## Contingency Funds



# CONTINGENCY FUNDS

## CAO Contingency – As at December 31, 2020

Description	Department	Added/ (Utilized)	Balance Remaining
Opening balance from 2020 Budget		\$500,000	\$500,000
Meridian Consultant Phase 2 International Scope	Grants & Other Major Projects	\$(68,500)	\$431,500
Keephills School Roof Patching	Major Capital Projects	\$(20,000)	\$411,500
Acheson State of Business Analysis	Grants & Other Major Projects	\$(25,000)	\$386,500
Villeneuve Landing Network	Economic Diversification	\$(10,000)	\$376,500
Chamber of Commerce Unification	Grants & Other Major Projects	\$(40,000)	\$336,500
Long View Contractors - Windows 10	Information Services	\$(50,000)	\$286,500
Increase to legal services programs - legal costs	Legal Services	\$(120,000)	\$166,500
CFO Division Review	Grants & Other Major Projects	\$(50,000)	\$116,500
Cloud Feasibility Assessment	Grants & Other Major Projects	\$(16,300)	\$100,200
Temporary Project Management/Business Analyst Support Contractor	Information Services	\$(20,700)	\$79,500
Public Engagement Plan: Chickens	Communication Services	\$(5,000)	\$74,500
HPE Records Manager Software Upgrades	Information Services	\$(1,100)	\$73,400
Legal Advice/Support	Legal Services	\$(50,000)	\$23,400
<b>Total Remaining</b>			<b>\$23,400</b>

# CONTINGENCY FUNDS

## GM, Operations Services Contingency – As at December 31, 2020

Description	Department	Added/ (Utilized)	Balance Remaining
Opening balance from 2020 Budget		\$325,000	\$325,000
Acheson Hotel – Water Analysis	Engineering	\$(5,000)	\$320,000
Fallis Drainage Analysis	Engineering	\$(50,000)	\$270,000
Fallis Drainage Analysis – Design & Wetlands Analysis	Engineering	\$(45,000)	\$225,000
Water Analysis CRPWSC & Booster Station	Engineering	\$(5,000)	\$220,000
Bank Stability Analysis - Fallis	Engineering	\$(50,000)	\$170,000
Inflow/Infiltration to Duffield Wastewater Lagoon	Water & Wastewater	\$(15,700)	\$154,300
Water Analysis CRPWSC Phase 2 Twinning Acheson Zone 3 West Reservoir	Engineering	\$(4,500)	\$149,800
Chickakoo Traffic Count	Engineering	\$(2,500)	\$147,300
Range Road 55 Creek Erosion Mitigation	Engineering	\$(1,500)	\$145,800
Top Soil & Seed Township Road 522 & Range Road 15-20	Engineering	\$(13,000)	\$132,800
Golf Course & Villeneuve WW Transfer Stations Upgrade	Water & Wastewater	\$(56,000)	\$76,800
Traffic Impact Assessment (T.I.A) Training	Engineering	\$(3,500)	\$73,300
Villeneuve WW Transfer Stations Upgrade Increase	Water & Wastewater	\$(3,880)	\$69,420
Fallis Drainage Analysis - Increase	Engineering	\$(13,000)	\$56,420
<b>Total Remaining</b>			<b>\$56,420</b>

# CONTINGENCY FUNDS

## Capital Contingency – As at December 31, 2020

Description	Department	Added/ (Utilized)	Balance Remaining
Opening balance from 2020 Budget		\$1,000,000	\$1,000,000
Customer Service Security in Front Foyer	Strategic Services	\$(33,100)	\$966,900
Acheson Zone 5 Consultant	Engineering Services	\$(325,000)	\$641,900
Acheson Commercial Corner	Engineering Services	\$(100,000)	\$541,900
Enhanced Video Conferencing - ECC Acheson & ED Planning Boardrooms	Information Services	\$(23,000)	\$518,900
Sand & Salt Storage Shed	PMO - Major Capital	\$(16,350)	\$502,550
Keephills Building Envelope	PMO - Major Capital	\$(5,470)	\$497,080
<b>Total Remaining</b>			<b>\$497,080</b>



## 2020 YEAR END RESTRICTED SURPLUS & ALLOWANCE TRANSFERS

Description	Amount
Incomplete Programs	\$662,400
Operating Projects	\$692,800
Capital Projects	\$354,000
Transfers to Restricted Surplus for Future Projects	\$1,130,745
Total Other Transfers	\$6,200,000
Allowance for Doubtful Accounts Transfer	\$10,300
<b>Total</b>	<b>\$9,050,245</b>

- Remaining funds to be transfers to Recreation Facilities Restricted Surplus

# QUESTIONS