

# **2016 ANNUAL MANAGEMENT REPORT**

## **Strathcona County Priorities Committee Presentation April 11, 2017**

# Overview

- 2016 Annual (Q4) Management Report includes:
  - Review of the consolidated operating results (Annual Operating Surplus for Tax Purposes);
  - 2015-2018 Corporate Business Plan reporting update;
  - Review of the capital activity; and
  - Review of the key financial indicators of the County.

# **Draft County Annual Operating Surplus for Tax Purposes - \$21.8M** (Page 2 and 3)

**For the year ended December 31, 2016**

<b>Millions \$</b>	<b>Annual Operating Surplus for Tax Purposes</b>
Municipal	19.3
Utility	2.3
Library	0.2
Pioneer Housing Foundation	-
<b>TOTAL</b>	<b>21.8</b>

# 2015-2018 Corporate Business Plan

## Reporting Update (Appendix 1)

- Reporting on the Corporate Business Plan
  - Progress on goals and timely information on Key Performance Indicators and measures
  - Linkages back to the Strategic Plan prioritized goals / outcomes
- Reporting to Council will be provided as part of the quarterly and annual management reports, with emphasis on the Q2 and annual (Q4) reports

# Capital Activity (Page 4)

As at December 31, 2016

## 2016 Capital Budget (Cash Flowed):

- The 2016 Capital Budget (cash flowed), as amended, totals **\$240.2 million**.
- The 2016 Capital Budget (cash flowed) is comprised of:
  - The 2016 Capital Budget of \$94.6 million, approved by Council on December 8, 2015;
  - Plus unspent prior years budgeted capital expenditures of \$226.2 million;
  - Plus budget amendments approved in 2016 of \$3.2 million; and
  - Less budgeted capital expenditures planned to be incurred after 2016 of \$83.8 million.

# Capital Activity (Page 5)

As at December 31, 2016

## Capital Variance:

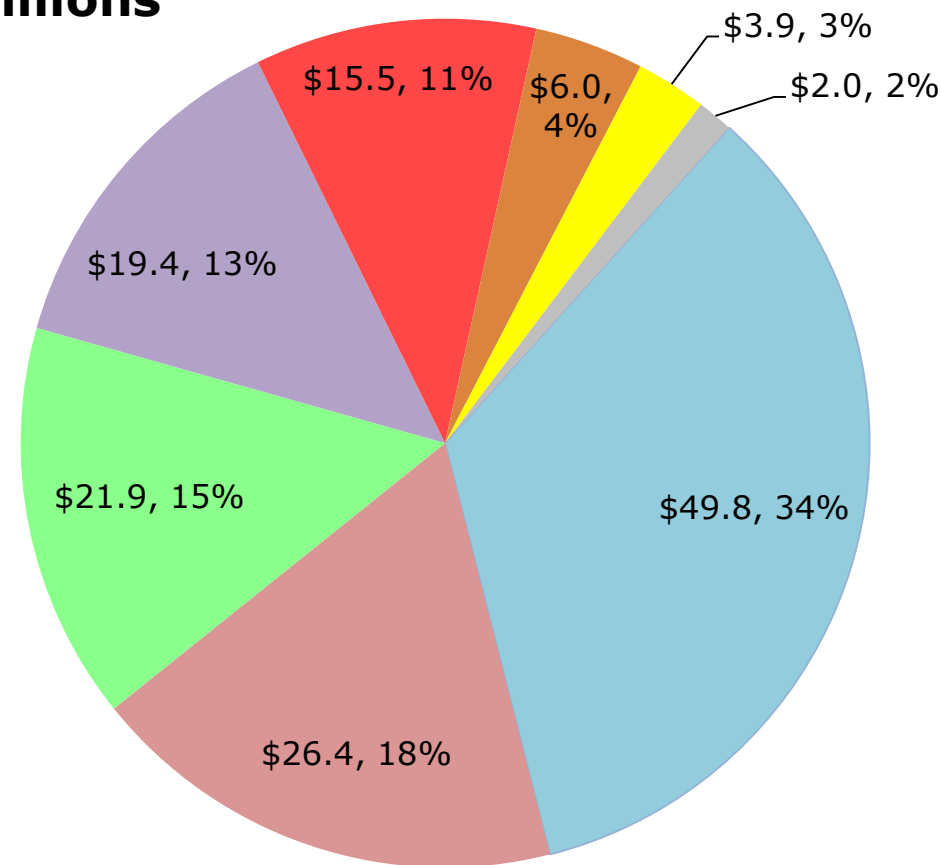
	\$M
<b>2016 Capital Budget (Cash Flowed)</b>	<b>240.2</b>
2016 Capital Expenditures	(95.3)
<b>2016 Capital Variance</b>	<b>144.9</b>

# Capital Variance (Page 4)

As at December 31, 2016

2016 Capital Variance - \$144.9 Million

\$ Millions



- Land Purchase Timing & Negotiations
- Changing Priorities, Scope Change, Project Alignment & Staging
- Third Party Agreements or Funding Delays
- Contingent Budget Savings - Ongoing Projects
- Contractor, Vendor or Other Delays
- Closed Projects - Released Funding
- Final Administration (FAC, Holdback Releases, etc.)
- Construction Delays due to Weather

# Capital Activity (Page 5)

As at December 31, 2016

Capital projects have been grouped based on work completed according to assessments provided by the responsible departments, consisting of the following project stage groupings:

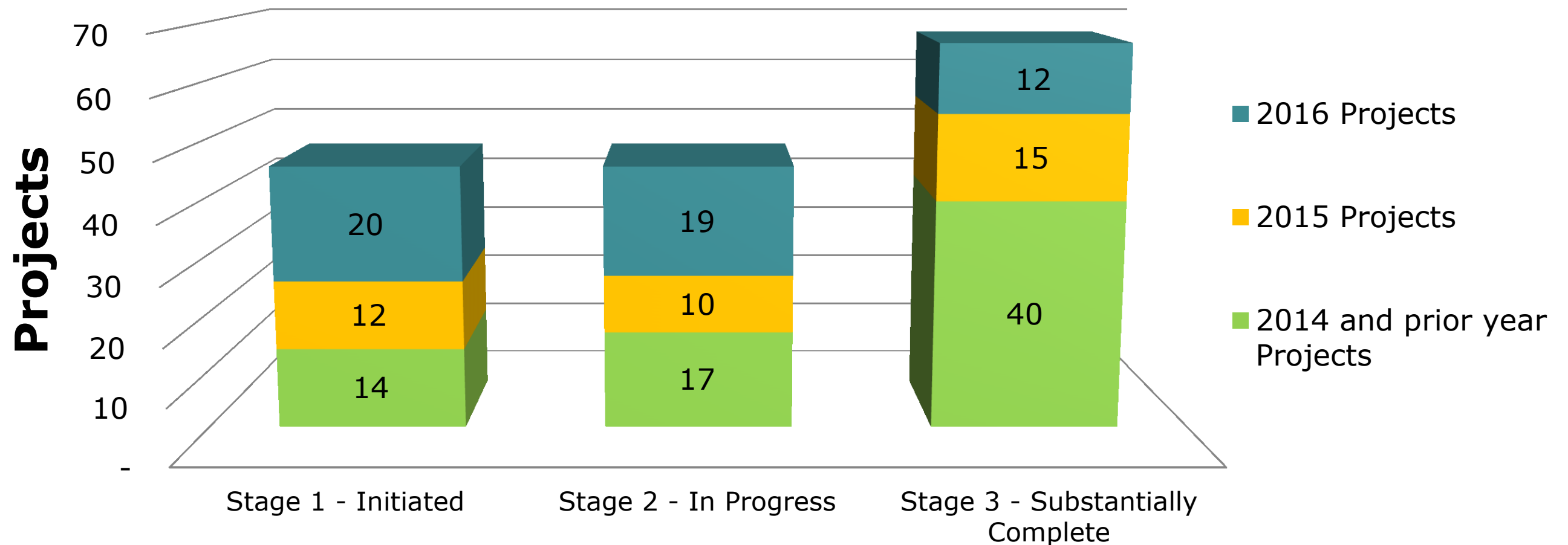
Active Project Stages:		
1	0 – 10%	Initiated
2	11 – 85%	In Progress
3	86 – 99%	Substantially Complete



# Capital Activity (Page 5)

As at December 31, 2016

**159 Active Capital Projects** at December 31, 2016:



# Capital Activity (Page 5)

As at December 31, 2016

## Update on Completed Projects:

- 39 projects were completed \$6.3 million under a total combined budget of \$63.3 million
- The compositions of the total \$6.3 million of funding/financing released is:
  - \$4.8 million reserves
  - \$1.5 million external grants and other sources

# Assessment of Financial Condition

## - Key Financial Indicators (Page 6 to 9)

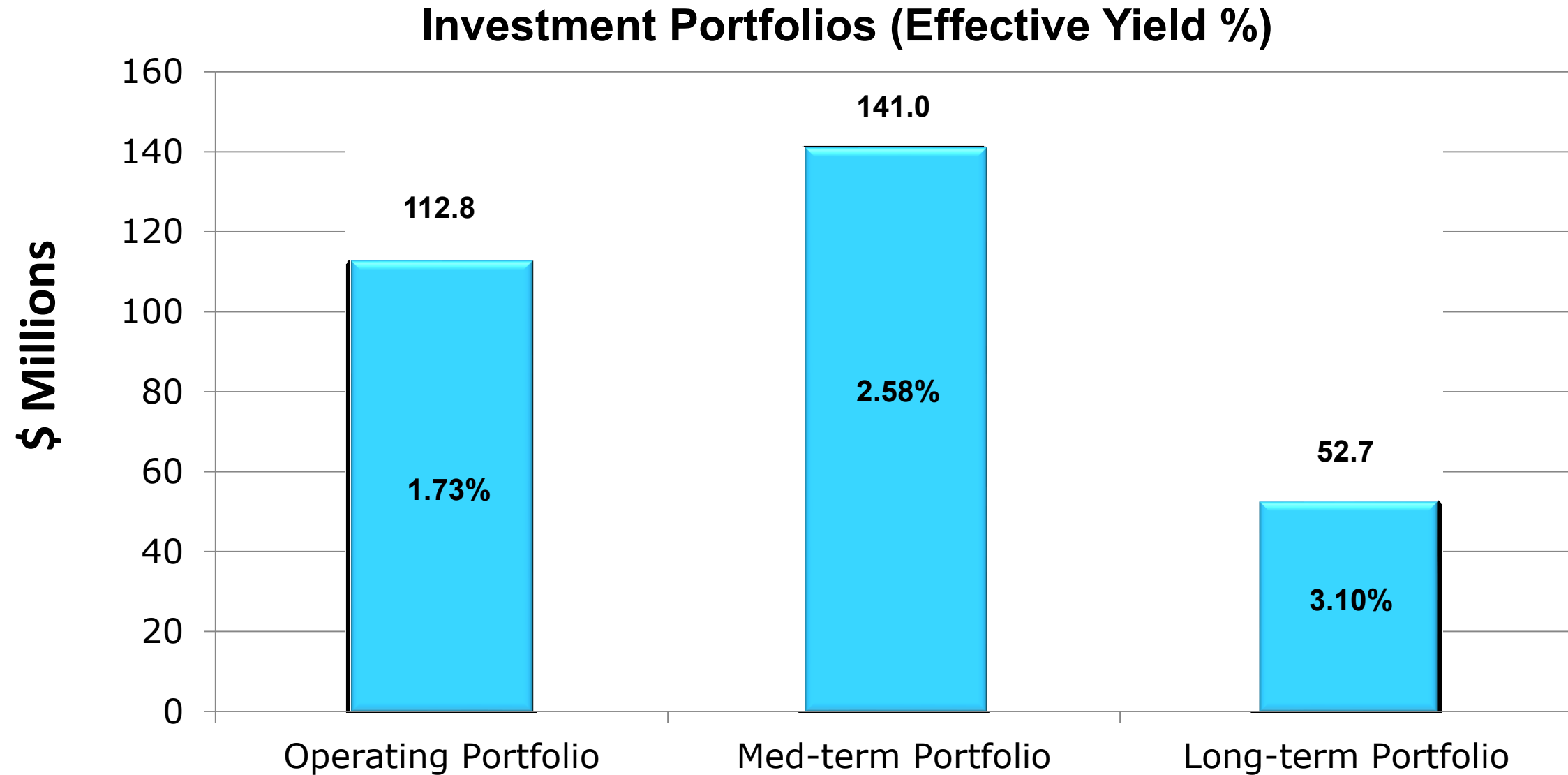
The Key Financial Indicators are based on the Unaudited Consolidated Financial Statements for the year ended December 31, 2016 (Appendix 2):

- Statement of Financial Position
  - Investments
  - Long-term Debt
- Net Financial Asset (Net Debt) Position
  - Net Financial Assets Trend Analysis
- Accumulated Surplus

The unaudited consolidated financial statements are prepared in accordance with **Public Sector Accounting Standards (PSAS)**.

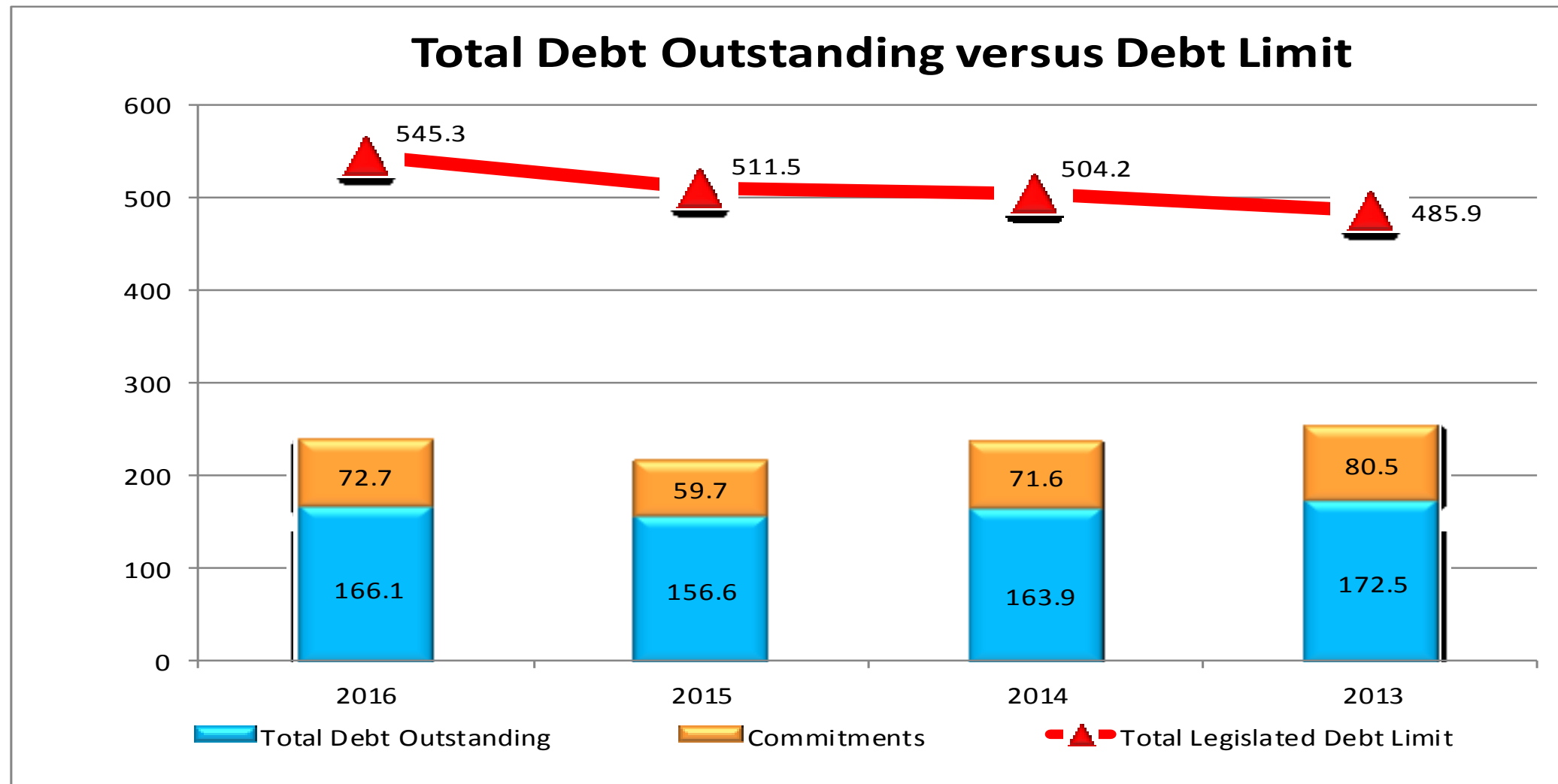
# Key Indicator: Investments (Page 6)

December 31, 2016 Investments Total \$306.5 Million



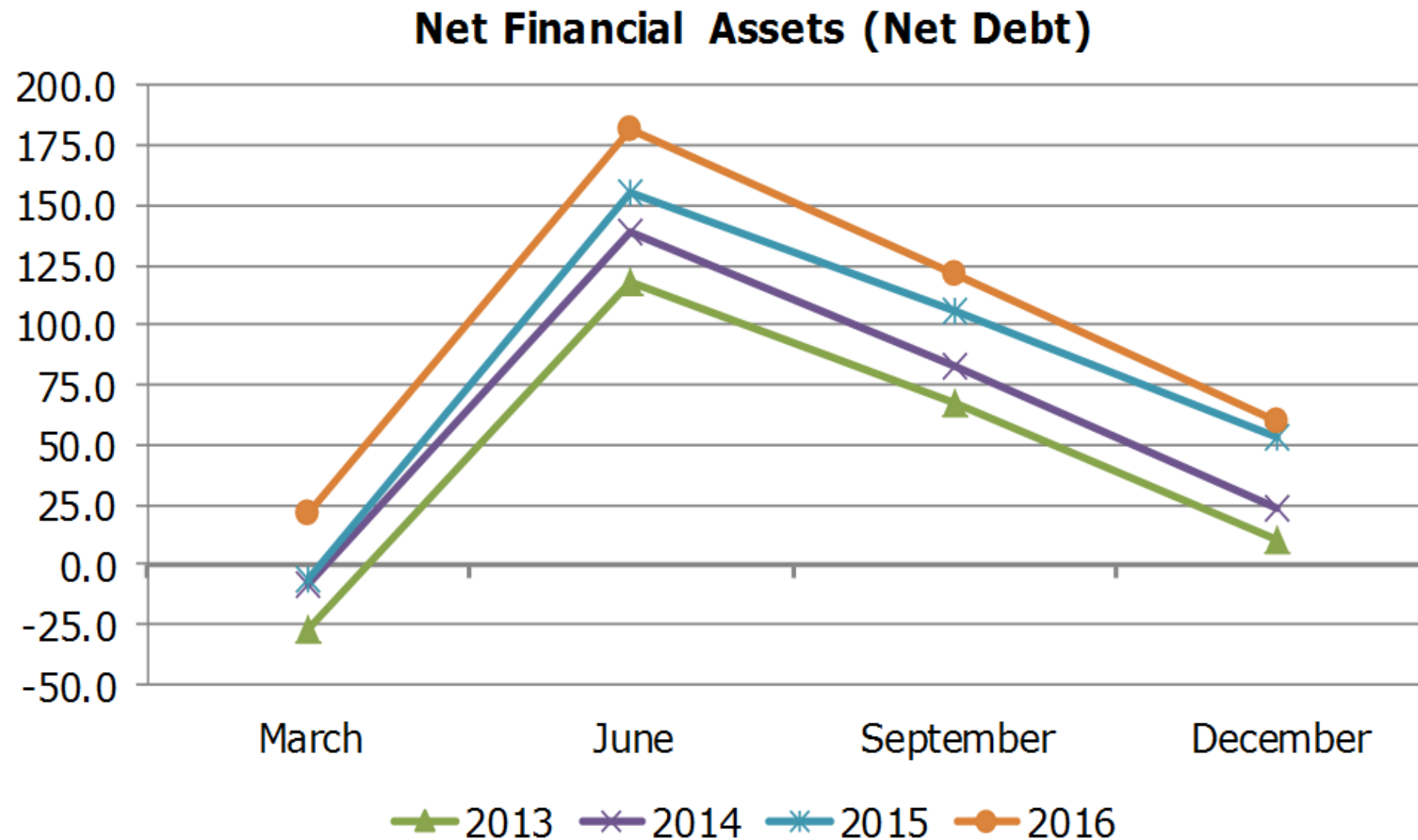
# Key Indicator: Long-term Debt (Page 7)

December 31, 2016 Debt Capacity Totals \$545.3 Million



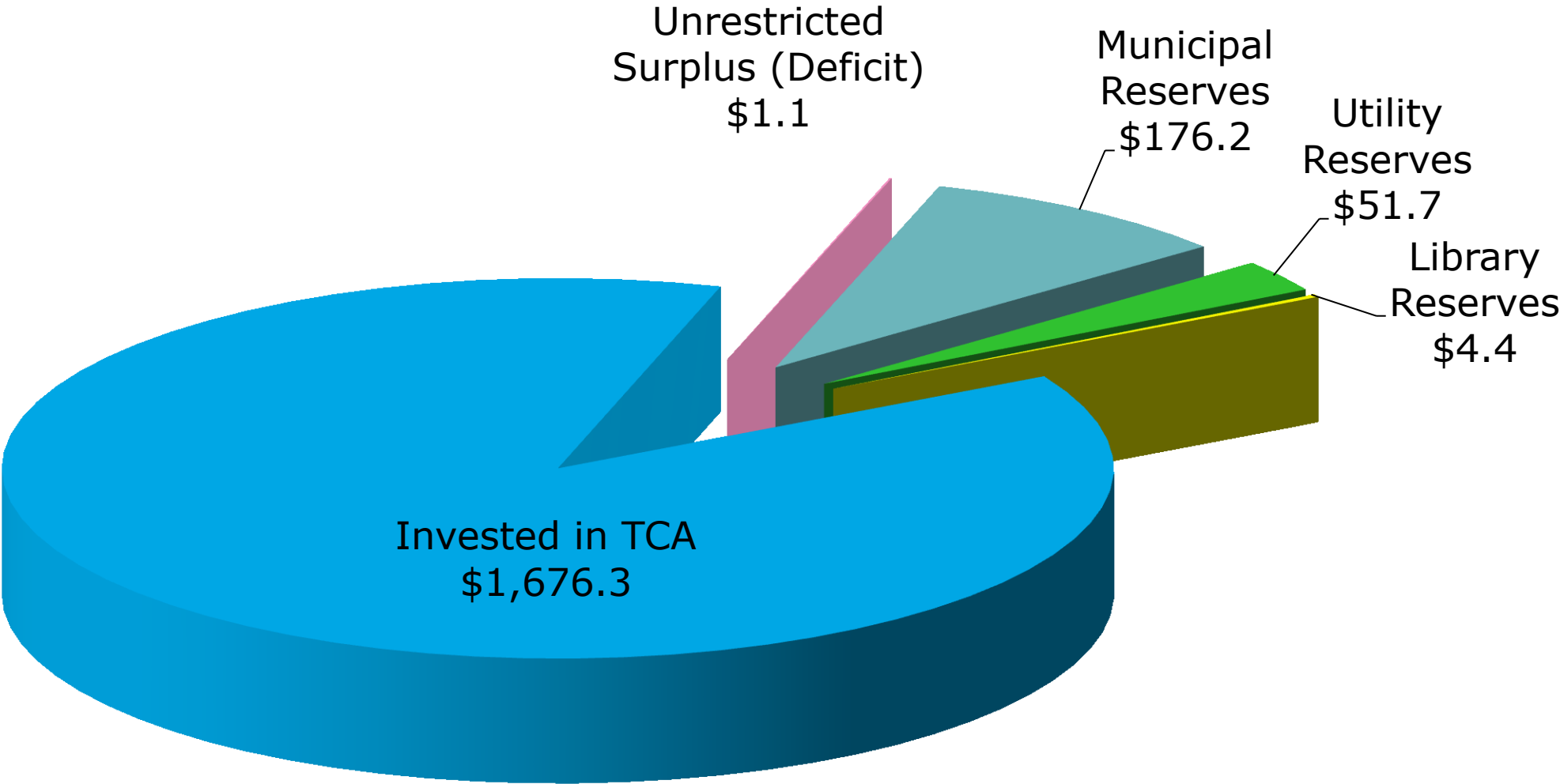
# Key Indicator: Net Financial Assets (Net Debt) (Page 8)

**December 31, 2016 Net Financial Assets Total \$64.6 Million**



# Key Indicator: Accumulated Surplus (Page 9)

December 31, 2016 Accumulated Surplus is \$1,909.7 Million



# Questions?