



FINANCIAL AND STRATEGIC MANAGEMENT

The Financial and Strategic Management Division performs a number of vital support roles that help the organization successfully achieve its strategic goals. From financial reporting, to financial analysis, and corporate performance measurement, the division contributes the information critical to support evidence-based decisions.

Through facilitation of the corporate business planning and budgeting processes, Financial and Strategic Management helps the organization align its operations, activities and financial resources to achieve its strategic goals. The division's stewardship roles include assessment and collection of property taxes, and the prudent investment of tax dollars, through procurement functions — all of which ensure the County has the resources required to deliver high-quality, efficient programs and services to residents.

Through these roles, the division is involved in all facets of the County operations. This work touches the lives of residents every day, as the division helps the organization realize its vision of becoming Canada's most livable community.

Assessment and Tax

Assessment and Tax annually prepares and communicates a legislatively compliant assessment and tax roll that provides for the distribution and collection of property taxes amongst residents, businesses and industry. The department's two core functions are property assessment and property taxation, governed by the Municipal Government Act and associated regulations.

Corporate Planning

Corporate Planning is responsible for assisting the organization in making evidence-based decisions through business planning, budgeting, and advisory services. In its advice, project management and facilitation, the department supports the advancement of Strathcona County's strategic and corporate goals, toward service excellence.



Corporate Finance

Corporate Finance provides stewardship for Strathcona County finances and assets, ensuring compliance and providing transparent communication on behalf of taxpayers. It performs three core business functions: financial reporting; treasury and risk management; and financial coordination. The department is steward to fiscal services, financial activities that are of a corporate nature, such as grants and debt-servicing.

Multiyear Operating Budget Summary

	2019 Recommended Budget	2020 Forecast	2021 Forecast	2022 Forecast
250 - Financial and Strategic Management				
500 - Revenue				
130 - User Fees & Charges	\$322,330	\$322,330	\$322,330	\$322,330
155 - Other Revenues	325,553	325,553	325,553	325,553
Total 500 - Revenue	647,883	647,883	647,883	647,883
600 - Expense				
200 - Salaries & Wages	6,961,118	7,059,182	7,027,808	7,027,808
205 - Employee Benefits	1,665,973	1,680,754	1,679,428	1,687,756
210 - Training & Development	223,283	229,637	227,088	229,166
215 - Business Expenses	47,495	46,880	46,939	56,884
220 - Advertising & Printing	135,876	137,022	138,158	139,327
225 - Professional Services	586,875	857,520	605,463	612,689
235 - Rentals & Leases	200	200	200	200
240 - Contracted Services	233,722	281,994	408,066	504,138
245 - Supplies & Materials	114,188	113,761	114,392	114,580
250 - Repairs & Maintenance	600	600	600	600
255 - Equipment Purchases	64,300	25,515	25,620	25,736
265 - Telecommunications	24,720	22,035	22,242	22,365
280 - Other Expenses	46,949	48,635	49,715	50,807
281 - Interprogram	(327,282)	(356,530)	(358,148)	(358,130)
Total 600 - Expense	9,778,017	10,147,205	9,987,571	10,113,926
Net Revenues/(Expenses)	(9,130,134)	(9,499,322)	(9,339,688)	(9,466,043)
700 - Non-Operating Items				
405 - From Reserve	346,821	143,410	20,000	35,000
415 - To Reserve	(120,000)	(120,000)	(120,000)	(120,000)
Total 700 - Non-Operating Items	226,821	23,410	(100,000)	(85,000)
Net Impact For Budget Purposes	(\$8,903,313)	(\$9,475,912)	(\$9,439,688)	(\$9,551,043)

Two Year Operating Budget Comparison

	2019 Recommended	2018 Approved	Variance \$	Variance %
250 - Financial and Strategic Management				
500 - Revenue				
130 - User Fees & Charges	\$322,330	\$348,880	(\$26,550)	(8%)
155 - Other Revenues	325,553	8,600	316,953	3,686%
Total 500 - Revenue	647,883	357,480	290,403	81%
600 - Expense				
200 - Salaries & Wages	6,961,118	6,201,027	760,091	12%
205 - Employee Benefits	1,665,973	1,505,603	160,370	11%
210 - Training & Development	223,283	194,081	29,202	15%
215 - Business Expenses	47,495	61,325	(13,830)	(23%)
220 - Advertising & Printing	135,876	127,961	7,915	6%
225 - Professional Services	586,875	480,465	106,410	22%
235 - Rentals & Leases	200	200	0	0%
240 - Contracted Services	233,722	426,432	(192,710)	(45%)
245 - Supplies & Materials	114,188	81,695	32,493	40%
250 - Repairs & Maintenance	600	1,039	(439)	(42%)
255 - Equipment Purchases	64,300	34,550	29,750	86%
265 - Telecommunications	24,720	23,430	1,290	6%
280 - Other Expenses	46,949	52,178	(5,229)	(10%)
281 - Interprogram	(327,282)	(568,019)	240,737	(42%)
Total 600 - Expense	9,778,017	8,621,967	1,156,050	13%
Net Revenues/(Expenses)	(9,130,134)	(8,264,487)	(865,647)	10%
700 - Non-Operating Items				
405 - From Reserve	346,821	226,405	120,416	53%
415 - To Reserve	(120,000)	(130,154)	10,154	(8%)
Total 700 - Non-Operating Items	226,821	96,251	130,570	136%
Net Impact For Budget Purposes	(\$8,903,313)	(\$8,168,236)	(\$735,077)	9%

Two Year Operating Budget Comparison

	2020 Forecast	2019 Recommended	Variance \$	Variance %
250 - Financial and Strategic Management				
500 - Revenue				
130 - User Fees & Charges	\$322,330	\$322,330	\$0	0%
155 - Other Revenues	325,553	325,553	0	0%
Total 500 - Revenue	647,883	647,883	0	0%
600 - Expense				
200 - Salaries & Wages	7,059,182	6,961,118	98,064	1%
205 - Employee Benefits	1,680,754	1,665,973	14,781	1%
210 - Training & Development	229,637	223,283	6,354	3%
215 - Business Expenses	46,880	47,495	(615)	(1%)
220 - Advertising & Printing	137,022	135,876	1,146	1%
225 - Professional Services	857,520	586,875	270,645	46%
235 - Rentals & Leases	200	200	0	0%
240 - Contracted Services	281,994	233,722	48,272	21%
245 - Supplies & Materials	113,761	114,188	(427)	(0%)
250 - Repairs & Maintenance	600	600	0	0%
255 - Equipment Purchases	25,515	64,300	(38,785)	(60%)
265 - Telecommunications	22,035	24,720	(2,685)	(11%)
280 - Other Expenses	48,635	46,949	1,686	4%
281 - Interprogram	(356,530)	(327,282)	(29,248)	9%
Total 600 - Expense	10,147,205	9,778,017	369,188	4%
Net Revenues/(Expenses)	(9,499,322)	(9,130,134)	(369,188)	4%
700 - Non-Operating Items				
405 - From Reserve	143,410	346,821	(203,411)	(59%)
415 - To Reserve	(120,000)	(120,000)	0	0%
Total 700 - Non-Operating Items	23,410	226,821	(203,411)	(90%)
Net Impact For Budget Purposes	(\$9,475,912)	(\$8,903,313)	(\$572,599)	6%

Two Year Operating Budget Comparison

	2021 Forecast	2020 Forecast	Variance \$	Variance %
250 - Financial and Strategic Management				
500 - Revenue				
130 - User Fees & Charges	\$322,330	\$322,330	\$0	0%
155 - Other Revenues	325,553	325,553	0	0%
Total 500 - Revenue	647,883	647,883	0	0%
600 - Expense				
200 - Salaries & Wages	7,027,808	7,059,182	(31,374)	(0%)
205 - Employee Benefits	1,679,428	1,680,754	(1,326)	(0%)
210 - Training & Development	227,088	229,637	(2,549)	(1%)
215 - Business Expenses	46,939	46,880	59	0%
220 - Advertising & Printing	138,158	137,022	1,136	1%
225 - Professional Services	605,463	857,520	(252,057)	(29%)
235 - Rentals & Leases	200	200	0	0%
240 - Contracted Services	408,066	281,994	126,072	45%
245 - Supplies & Materials	114,392	113,761	631	1%
250 - Repairs & Maintenance	600	600	0	0%
255 - Equipment Purchases	25,620	25,515	105	0%
265 - Telecommunications	22,242	22,035	207	1%
280 - Other Expenses	49,715	48,635	1,080	2%
281 - Interprogram	(358,148)	(356,530)	(1,618)	0%
Total 600 - Expense	9,987,571	10,147,205	(159,634)	(2%)
Net Revenues/(Expenses)	(9,339,688)	(9,499,322)	159,634	(2%)
700 - Non-Operating Items				
405 - From Reserve	20,000	143,410	(123,410)	(86%)
415 - To Reserve	(120,000)	(120,000)	0	0%
Total 700 - Non-Operating Items	(100,000)	23,410	(123,410)	(527%)
Net Impact For Budget Purposes	(\$9,439,688)	(\$9,475,912)	\$36,224	(0%)

Two Year Operating Budget Comparison

	2022 Forecast	2021 Forecast	Variance \$	Variance %
250 - Financial and Strategic Management				
500 - Revenue				
130 - User Fees & Charges	\$322,330	\$322,330	\$0	0%
155 - Other Revenues	325,553	325,553	0	0%
Total 500 - Revenue	647,883	647,883	0	0%
600 - Expense				
200 - Salaries & Wages	7,027,808	7,027,808	0	0%
205 - Employee Benefits	1,687,756	1,679,428	8,328	0%
210 - Training & Development	229,166	227,088	2,078	1%
215 - Business Expenses	56,884	46,939	9,945	21%
220 - Advertising & Printing	139,327	138,158	1,169	1%
225 - Professional Services	612,689	605,463	7,226	1%
235 - Rentals & Leases	200	200	0	0%
240 - Contracted Services	504,138	408,066	96,072	24%
245 - Supplies & Materials	114,580	114,392	188	0%
250 - Repairs & Maintenance	600	600	0	0%
255 - Equipment Purchases	25,736	25,620	116	0%
265 - Telecommunications	22,365	22,242	123	1%
280 - Other Expenses	50,807	49,715	1,092	2%
281 - Interprogram	(358,130)	(358,148)	18	(0%)
Total 600 - Expense	10,113,926	9,987,571	126,355	1%
Net Revenues/(Expenses)	(9,466,043)	(9,339,688)	(126,355)	1%
700 - Non-Operating Items				
405 - From Reserve	35,000	20,000	15,000	75%
415 - To Reserve	(120,000)	(120,000)	0	0%
Total 700 - Non-Operating Items	(85,000)	(100,000)	15,000	(15%)
Net Impact For Budget Purposes	(\$9,551,043)	(\$9,439,688)	(\$111,355)	1%

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