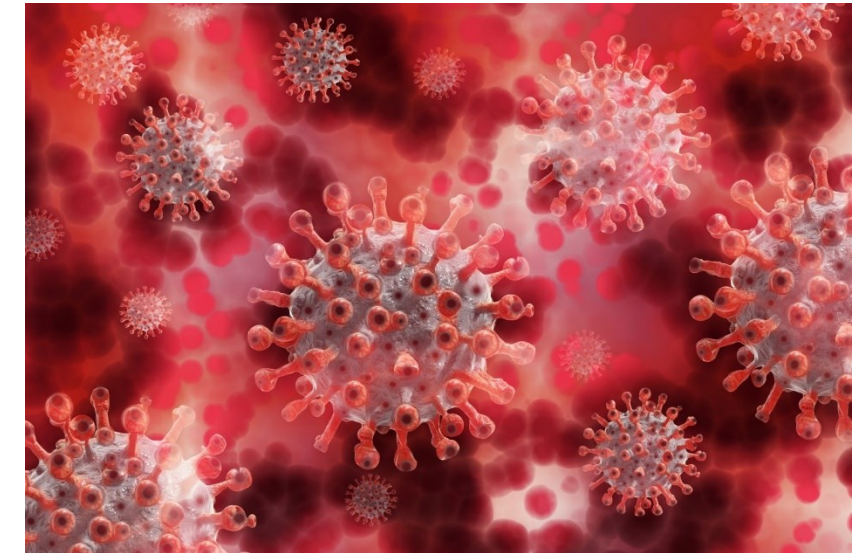


Strathcona County 2021 Consolidated Budget

*"A budget is more than a series of numbers
on a page; it is an embodiment
of our values."* – Barack Obama

Hindsight and 2020

- Direction from AHS resulted in the temporary closure of recreation facilities and outdoor amenities
- Temporary layoff of ~500 employees
- Increased demand for PPE
- Reimagining the way we work
 - Number of staff in one vehicle
 - Increased frequency in cleaning of offices and meeting spaces
 - Increased demand for technology and other IT solutions
- Increased need for signage and communication support



Safety-based response

- Committed to supporting the safety of residents, visitors and staff
- Creating a balance between maintaining service levels and reimagining the way we work
- Working closely with public health officials
- Practices are evidence-based and current

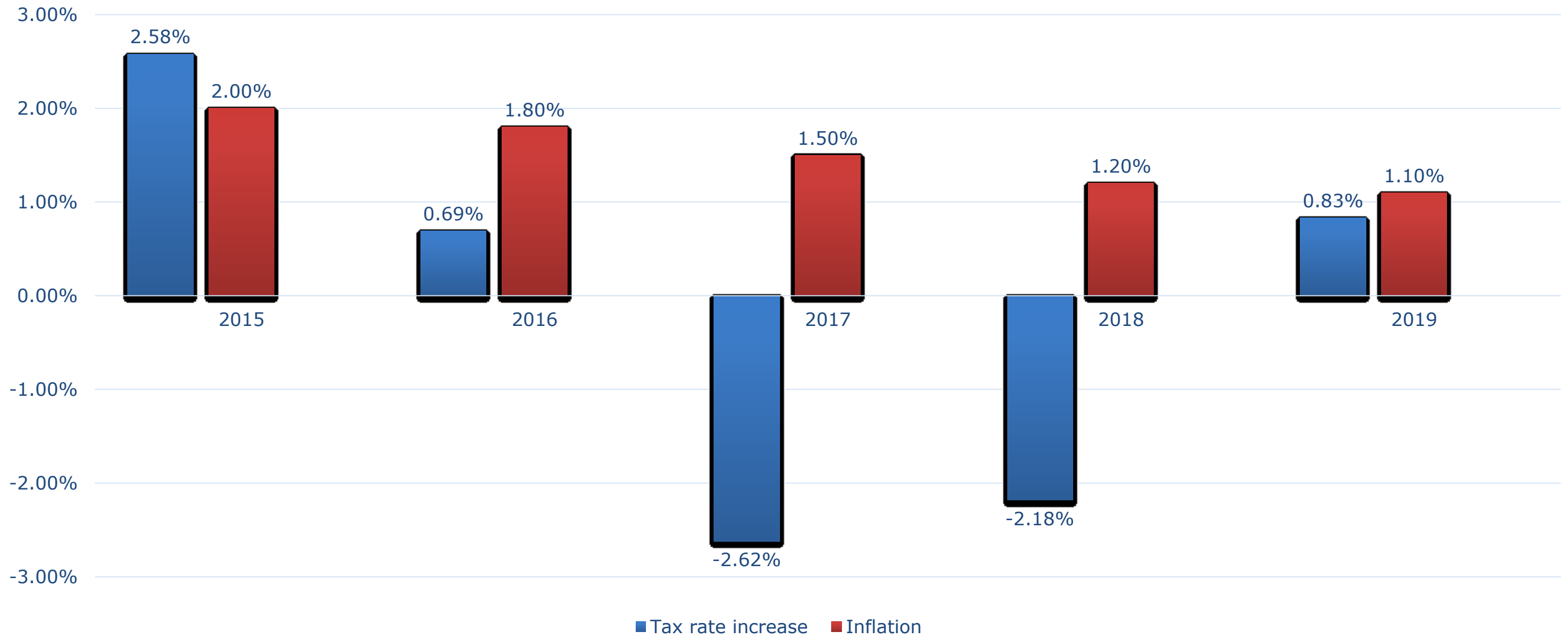


Priority-based process

- Prioritizing and re-prioritizing
- Balancing service delivery with economic impact
- Listening to our community
- Resource and capacity limits
- New initiatives weighed against grant dollars, legislative requirements and growth



Tax rate increase versus annual inflation



Summary

- Commitment to safety
- Sustaining service levels
- Maintaining infrastructure
- Creating efficiencies
- Leveraging grant dollars
- Investing in growth

Administration recommends a 0.81% tax rate increase.

Thank you

Presentation outline

2021 Consolidated Budget:

- Budget overview
- Operating budget highlights
- Capital budget highlights
- Summary

Impacts – external bodies

Municipal Stimulus Funding - \$13.9 million of which \$1,855,540 will be funded from reserves (to be completed by December 31, 2021)

Investing in Canada Infrastructure Program - COVID-19 Resilience Stream \$11,420,000 of which \$2,519,259 will be funded by the County (to be completed by December 31, 2021)

Key considerations

Unknown Future Impacts:

- Postponement of Assessment Model Review
- Impacts of COVID – 19 on County Operations
- Provincial Government – Budget and other Financial Changes

“The key is to manage those things that are under our control and prepare for those that are not!” (Strathcona County 2018 Budget Presentation)

Key considerations

Tax rate changes 2016 to 2020

Year	Budgeted Tax Rate Change	Tax Rate Bylaw
2020	1.21%	0.00%
2019	0.83%	0.83%
2018	-2.18%	-2.18%
2017	-2.15%	-2.62%
2016	0.70%	0.70%

Key recommendations

- Services and service delivery are **maintained** at current Council approved levels
- Municipal tax dollar **increase** of **0.81%**
 - where 1% municipal tax dollar equates to ~ **\$2.230 million**
- Utility rate **increase** of **1.19%**
 - Increase of \$1.49 per month (\$16.92 per year) for the average urban customer
 - where 1% utility rate equates to ~ **\$440 thousand**
- Library tax dollar **increase** of **0%**
 - where 1% library tax dollar equates to ~ **\$99 thousand**

Key recommendations

- 2021 Consolidated Operating Budget Recommendation –
 - \$376.8 million
 - Municipal operations = \$307.1 million
 - Utility operations = \$58.9 million
 - Library operations = \$10.8 million
- 2021 Capital Budget recommendation – \$53.9 million
 - Debt - no new debt being recommended

Summary

The 2021 Budget achieves the objectives of delivering balanced and fiscally responsible operating and capital budgets that...

- Reflect the programs and services required to meet current resident, business and industry needs;
- Provide agility in a time of economic uncertainty; and
- Position the County to ensure a financially sustainable future while at the same time recognizing the environment which we operate.

Thank you