



A glance at...

2020 financial results and highlights of the year

*In a year as difficult as 2020,
find the silver linings.*



HOW TO USE HAND SANITIZER



CORONAVIRUS
How the virus spreads

- Rub up both wrists and push the wrist against the palm
- Rub a portion of hand sanitizer to hands
- Rub all surfaces of your hands and wrists



- Rub the palms, fingers, fingertips and thumbs
- Rub until hands are completely dry



STRATHCONA



2020 — the year Strathcona County showed our strength to **shift, adapt and reimagine** services and community connections — during the uncertainties of the pandemic, and in a changing world and economy.



Our **#1 priority** — the duration
of the year — the **health & safety**
of our community.

- As the pandemic health crisis unfolded, and requirements evolved and changed, our Emergency Operations Centre and County departments worked to ensure all COVID-19 health and safety protocols were in place and communicated to support resident and staff physical and mental well-being.
- Customer service areas were retrofitted and sanitization practices enhanced for staff to safely provide services to the public.

The image shows the exterior of a building with a prominent sign that reads "FAMILY & COMMUNITY SERVICES" in large, white, sans-serif capital letters. Below the main sign, the address "501 FESTIVAL AVENUE" is visible. The building has large glass windows and doors. The entire image is overlaid with a semi-transparent blue filter. A dark blue horizontal band is positioned across the middle of the image, containing white text.

FAMILY & COMMUNITY SERVICES

501 FESTIVAL AVENUE

The impacts of COVID-19 are complex and difficult. They have also **driven positive change** and evolution.

- Facility closures meant frontline services and programs needed to be adapted in innovative ways. From counselling to arts and wellness classes to special events — virtual opportunities were offered, and outdoor and indoor environments modified for safe participation.
- The County optimized and expanded its digital workplace with information and technology services supporting remote working and virtual meetings.

Strathcona County struck **3 COVID-19 Recovery Task Forces** and **4** key areas to support **community recovery and resilience** were identified.

A few examples of actions toward community recovery and resilience...

1 | Economic and Financial Stability

- utility and tax payment deferrals and reduced penalties
- red tape reduction opportunities
- shop local and support local campaigns
- participation in the County's first affordable housing estimate

2 | Broadband Access

- bookable public space study locations for youth
- community broadband made a priority to explore and address high-speed internet needs in rural, and commercial/industrial areas

3 | Mental Health

- relatable video vignettes to reduce stigma and normalize seeking social and mental health supports
- partnership with Sherwood Park banks to provide social supports information
- increased reach and awareness of mental health supports, and help for vulnerable residents

4 | Community Connections

- close to \$10,000 in provincial grants used to support local households facing food insecurity
- maximized safe outdoor activities
- *Healthy at Home* program to support active self-care

The full COVID-19 Recovery Task Forces' progress reports are available on the County website.



ACCOMPLISHMENTS

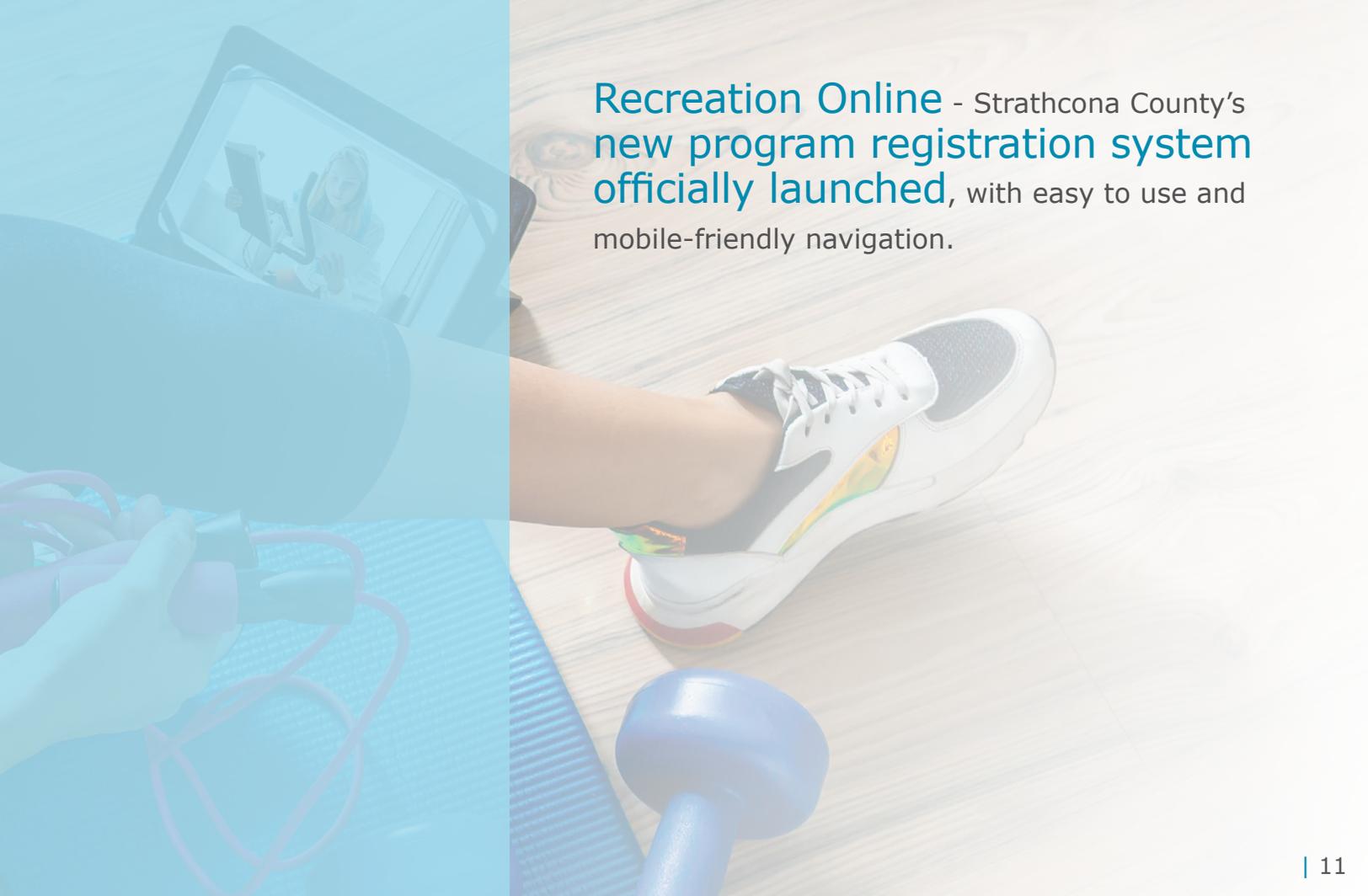
While COVID-19 dominated the headlines in 2020 ... we share a few
other highlights of the past year.

It's essential to our well-being to remember there's good in the world.



Built in 1920, **Smeltzer House** turned **100!**
— a home that's become our longstanding visual
arts centre.





Recreation Online - Strathcona County's new program registration system officially launched, with easy to use and mobile-friendly navigation.



A **Diversity and Inclusion Policy** and an **Inclusive Hiring Policy** were approved. These recognize the importance and value that diversity and inclusion bring to our community and workplace.

The County looks to future conversations with employees and residents to understand what diversity and inclusion means to them, and how to identify and reduce barriers.



Under the Alberta Children's Services Well-being and Resilience Framework, the County became a **Family Resource Network hub**.

Big Brother Big Sisters, and the **Boys and Girls Club** of Strathcona County are the designated **'spokes'**.

Together, **high quality prevention and early intervention** services and supports are being delivered for children 0 to 18 years of age.



Funding for a **regional multi-purpose agricultural facility** was approved in 2020. The rural, 230-acre site will be a destination attracting the local community and visitors from across Alberta, and host to agricultural, community and social events.



Strathcona County respectfully acknowledges we are located on Treaty 6 Territory. The Heritage Mile celebrates these sacred lands known as *Amiskwaciy* (Cree for "The Beaver Hills").

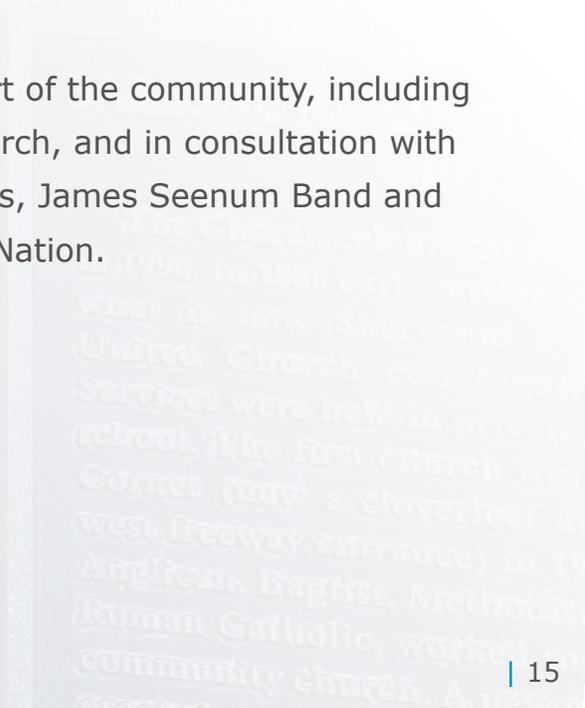
For tens of thousands of years Indigenous people have lived and thrived in this place including the Blackfoot (Niitsitapi), Gros Ventres (A'aninin), Cree (Nehiywak), Saulteaux (Anishinaabe); Dene, Nakota Sioux and later the Métis.

These lands will continue to host many nations from all directions arriving by land, air and water. All inhabitants are responsible to each other, the land, the resources and to Treaty Six "as long as the sun shines, the grass grows and the river flows."



Strathcona County **installed land acknowledgment plaques** along the Heritage Mile, as part of its recognition for **National Indigenous Peoples Day** on June 21.

This was with support of the community, including Salisbury United Church, and in consultation with Pamela Sparklingeyes, James Seenum Band and Whitefish Lake First Nation.





Kinsmen Leisure Centre reopened following extensive renovations.

Construction included a mechanical room and upgraded filtration system designed to improve the water quality in the kid's pool and whirlpool, and environmental upgrades, such as new energy efficient LED lights for the pool deck.

Modifications to the specialty change room provide one large barrier-free room. A new spacious universal changeroom features 14 private changing options (a combination of cubicles and rooms), with two entrances to the pool deck, and showers at both entrances.



2020 traffic safety improvement projects saw three areas of improvements:

- **6** new traffic calming features to improve traffic and pedestrian safety surrounding the new Heritage Hills School and along existing Heritage Hills trail crossings
- **2** new traffic calming features within Davidson Creek to improve safety at crosswalk locations near an existing school
- **8** intersection improvements throughout Sherwood Park



PILGRIM COMMUNITY UNIVERSITY

curiosity
split
innovation
creativity
strong values
learning
community
innovative spirit
leadership
energy

FINANCIAL HIGHLIGHTS

2020 financial results highlights

Despite that 2020 was an unprecedented year, with many challenges — financial, operating and otherwise — Strathcona County managed the circumstances well.

To help residents and businesses deal with the pressures of the COVID-19 pandemic, County Council approved a zero per cent tax increase.

We demonstrated resiliency in facing a rapidly changing environment and navigated through to provide quality programs and services to the community, safely and effectively.



Financial impacts due to COVID-19

Municipal operating revenues were lower than budgeted for 2020 due to the impacts of COVID-19, resulting in a deficit of \$1.2 million. Utility and library operations both posted a surplus, contributing to an overall annual operating surplus of \$3 million.

Lower than estimated revenues in municipal operations were due to:

- lower municipal user fees (\$17.4 million)
- reduced revenue from property taxes (\$3.3 million)
- lower investment income and other financial impacts (\$2.6 million)
- fewer traffic safety act violations (\$1.6 million)

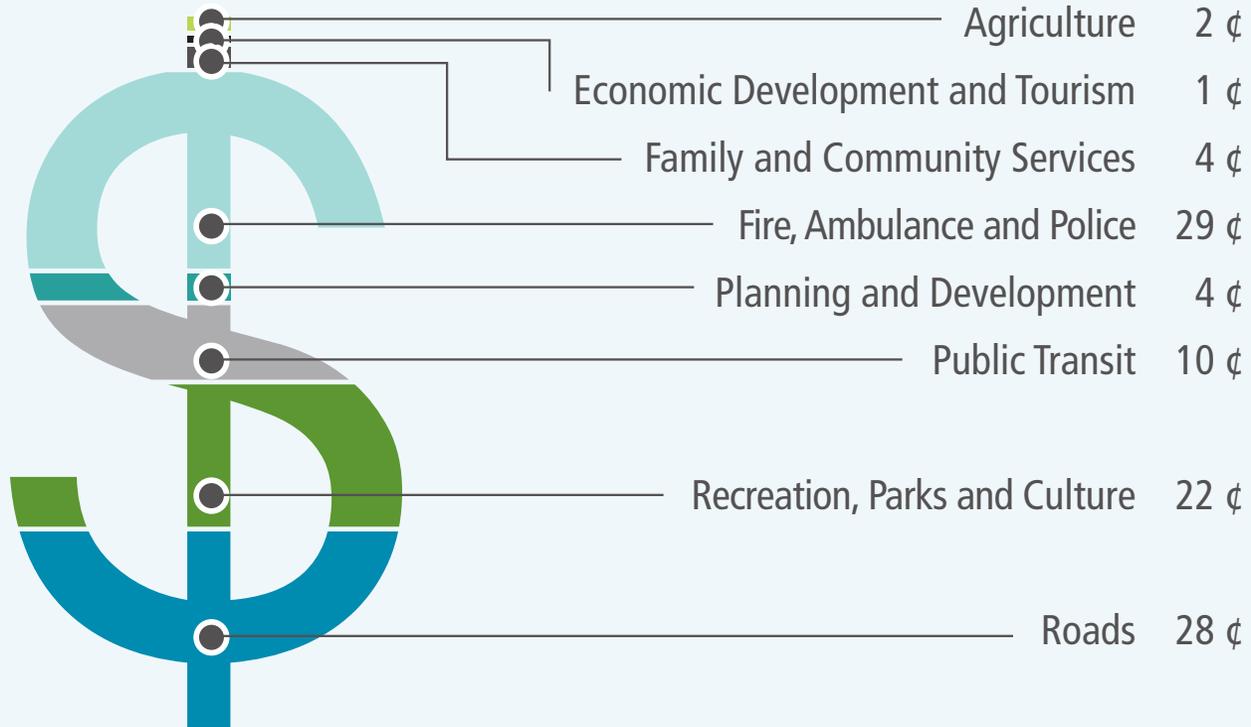
These impacts were offset by:

- \$11.1 million unbudgeted MOST government funding
The Government of Alberta and the Government of Canada provided operating funding to municipalities through the Municipal Operating Support Transfer (MOST)
- \$11 million approximate savings from operational adjustments

Where the municipal tax dollar was spent

79 cents of every municipal tax dollar supported roads, fire, ambulance, police and recreation services.

The municipal tax dollar excludes property taxes paid for the library, seniors services and education. Utility operations are self-sustaining (i.e., do not receive property tax support) for all program areas except recycling.

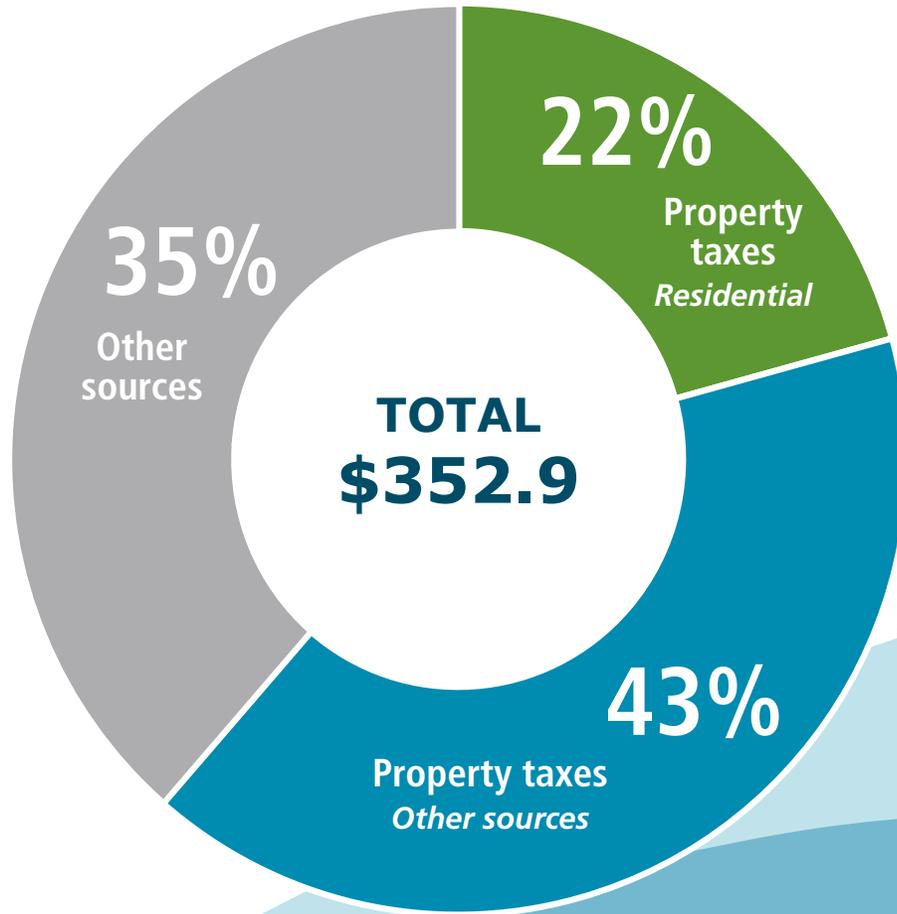


Operating revenue by source

(in millions of dollars)

- \$ 77.8 Property taxes - residential
- \$ 151.5 Property taxes - other sources
(Includes heavy industrial, powerlines
and pipelines, light industrial
and commercial businesses.)

- Other sources
 - \$ 56.4 Utility user rates
 - \$ 24.3 User fees and charges
 - \$ 17.9 Government transfers (i.e., grants)
 - \$ 7.8 Investment income
 - \$ 7.0 Penalties and fines
 - \$ 10.2 Other operating revenue



Capital projects

In 2020, the County invested **\$77 million** in capital projects including:



\$31 million in **roads**



\$25 million in **buildings**



\$13 million in **vehicles and equipment**



\$4 million in **recreation, parks and culture**



\$4 million in **other**

Annual operating surplus **\$3 million**



Municipal
(\$1.2 million)



Utility
\$3.8 million

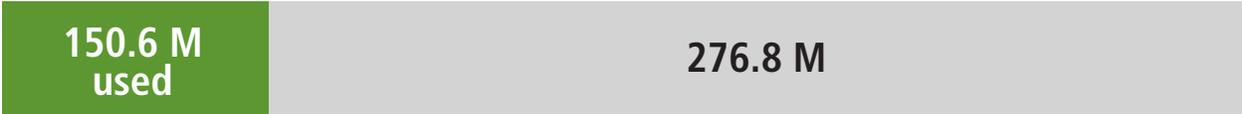


Library
\$0.4 million

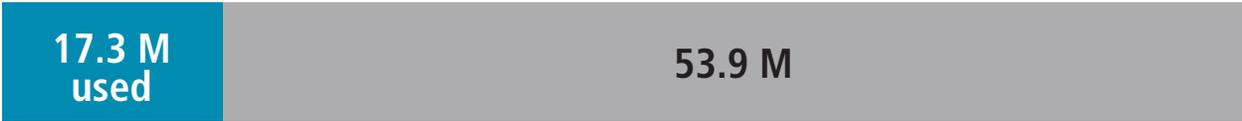
An annual operating surplus is experienced if revenues are higher or expenses are lower than budgeted. A (deficit) is experienced if revenues are lower or expenses are higher than budgeted. The annual operating surplus is consistent with the budget methodology as required by the Municipal Government Act (MGA), and is not equivalent to the surplus calculated in the consolidated financial statements using Public Sector Accounting Standards.

Debt capacity

Strathcona County has used **35%** of the **\$427.4 million debt limit** as per the County’s policy.



Strathcona County has used **24%** of the **\$71.2 million service on debt limit** as per the County’s policy.



As per FIN-001-025: Debt Management Policy, the County shall not exceed 80% of the total MGA legislated debt limits.

The County was well within its internal debt policy and provincial debt guidelines. The debt service ratio indicates approximately **95%** of revenue goes to services and only **5%** to service debt.



Our strong fiscal management, reserve balances, and prudent planning for the future places our municipality in **good financial health**, and in a relatively **positive position** to weather uncertainties ahead.

The 2020 Strathcona County audited financial statements are available at: **strathcona.ca/financialreports**.

More details on the highlights of the past year are also found on the County website.

**Strathcona County
Corporate Finance**

2001 Sherwood Drive
Sherwood Park, Alberta T8A 3W7
780-464-8053

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