



Strategic Response to COVID-19



Edmonton

REIMAGINE PRESENTATION

July 2020



PURPOSE

Provide Council with the long term **effects** and **impacts** of the COVID-19 recession and oil market crash on the City of Edmonton and review the REIMAGINED path forward to ensure that RECOVERY **action** supports ConnectEdmonton & City Plan.

OUR VISION



**HEALTHY
CITY**



**URBAN
PLACES**



**CLIMATE
RESILIENCE**

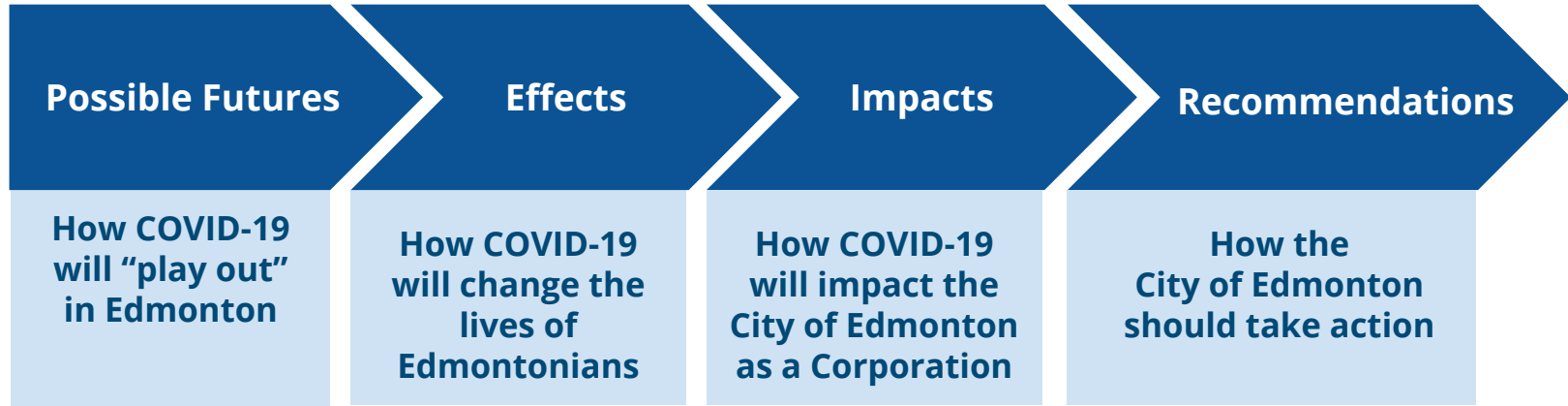


**REGIONAL
PROSPERITY**

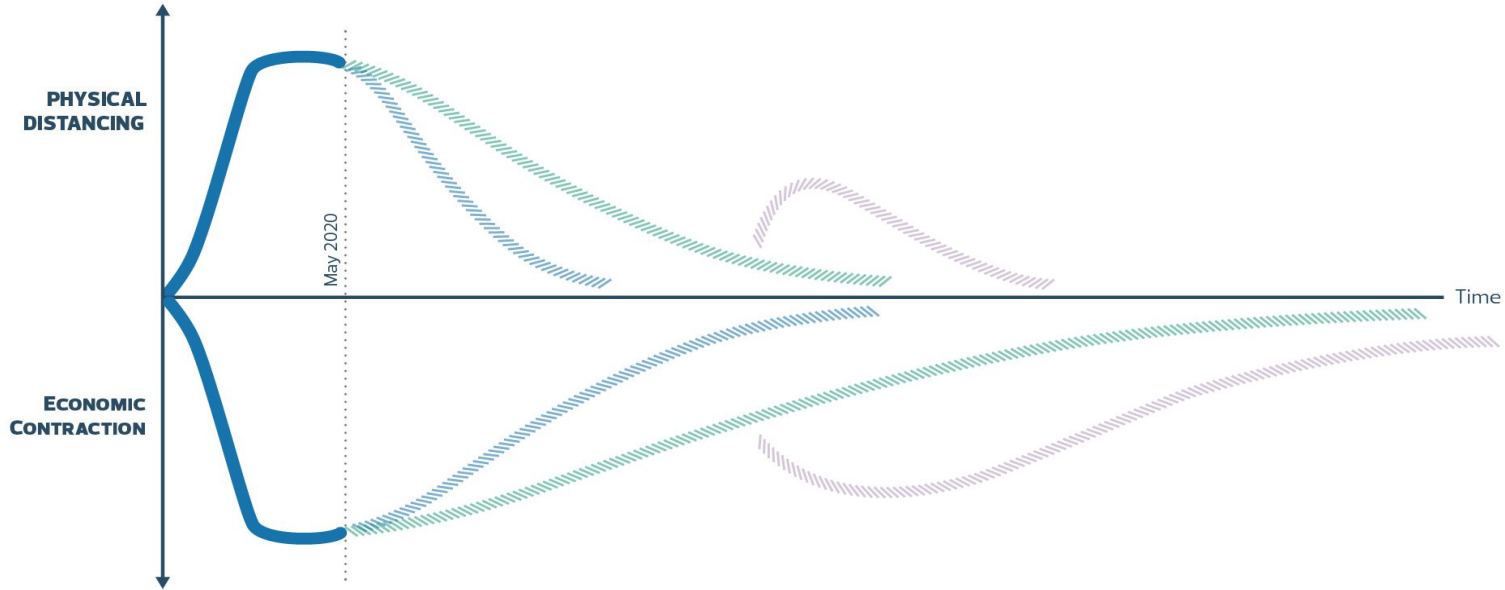
Our strategic plans provide the **roadmap** to guide us through these rocky times

COVID-19 doesn't change the destination of these plans; rather, it changes the starting point and the path toward the destination

HOW WE REIMAGINED



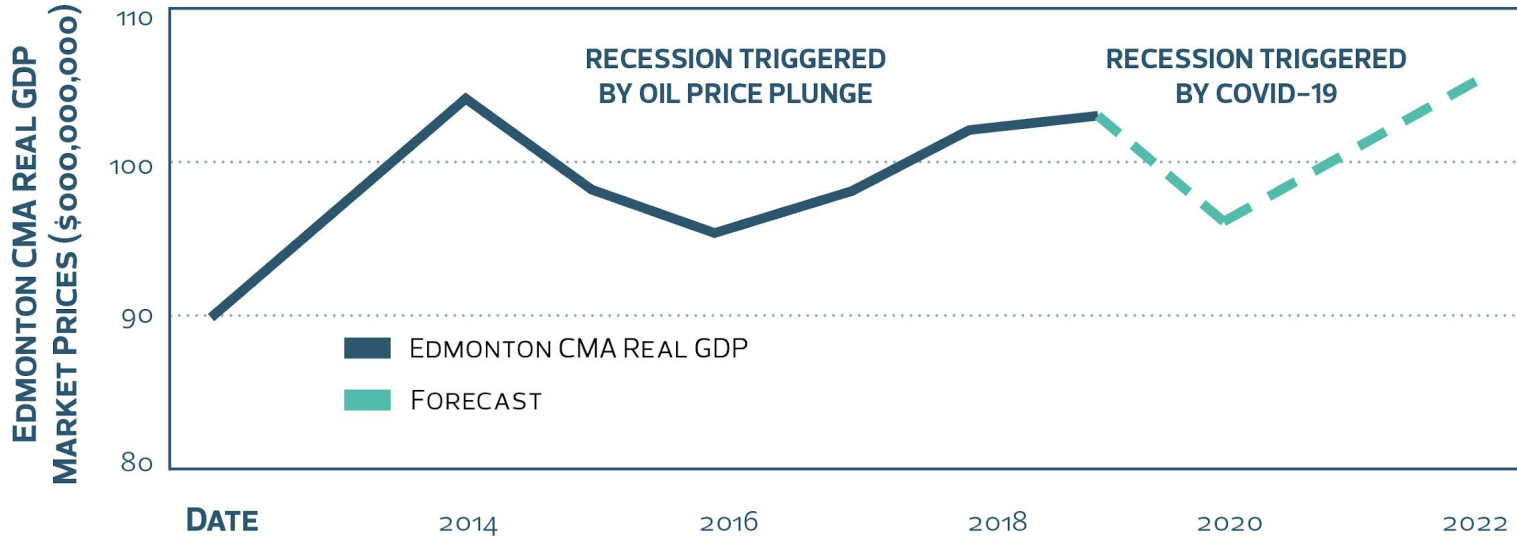
POSSIBLE COVID-19 FUTURES



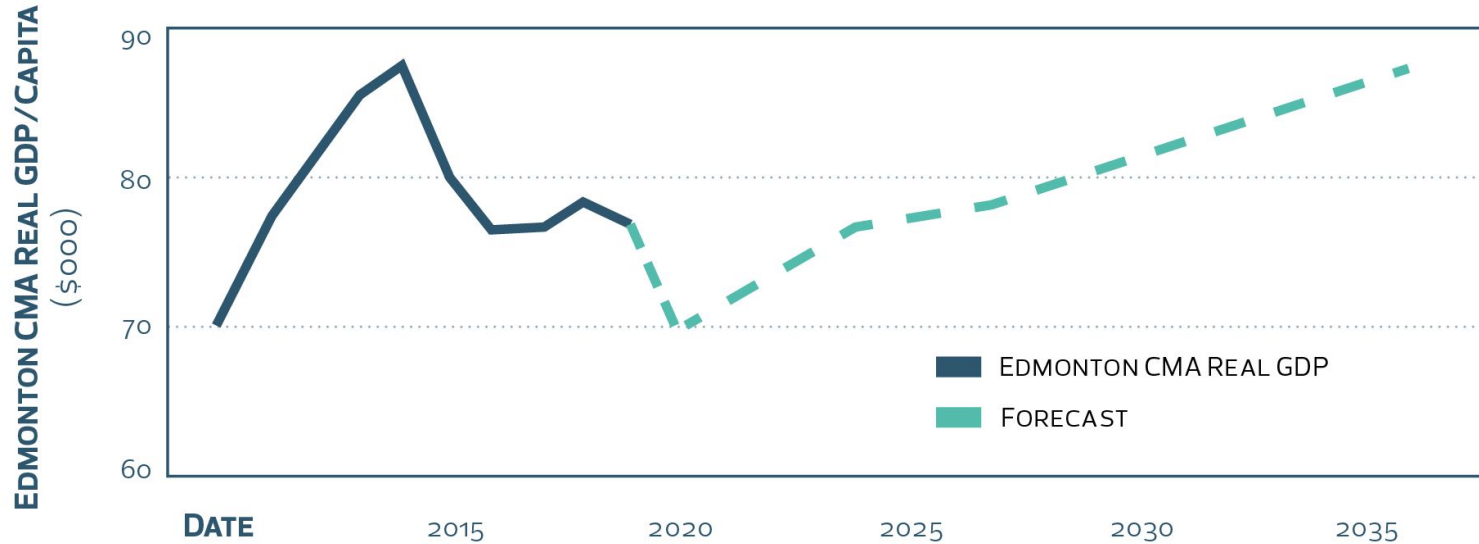
NEW ECONOMIC & FISCAL REALITY

- Record low oil prices, while Edmonton continues to be highly reliant on oil and energy
- Lost decade of economic growth
- Edmontonians are less prosperous
- Record setting unemployment in 2020
- Poverty and deteriorating social conditions will rise
- The City's fiscal capacity will diminish considerably
- Property tax tolerance will further reduce

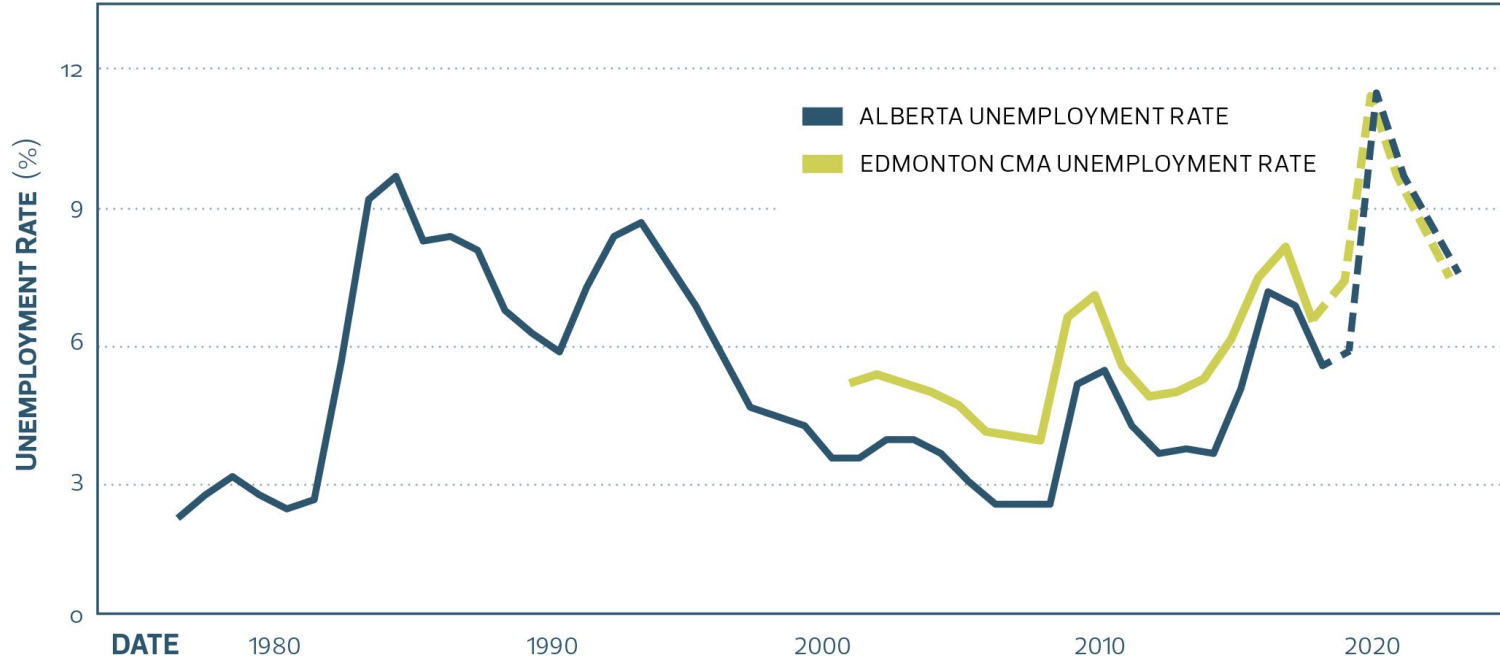
WE HAVE LOST A DECADE OF ECONOMIC GROWTH



EDMONTONIANS ARE LESS PROSPEROUS



RECORD SETTING UNEMPLOYMENT



Pressure To Do More

**Services for Safety
+
Economic Development
+
Business Supports
+
Social Services
+
Digital / Online Services**

With Less

Grant Revenue Certainty

-

Corporate Revenues

-

Program & Service Revenues

-

Real Tax Growth

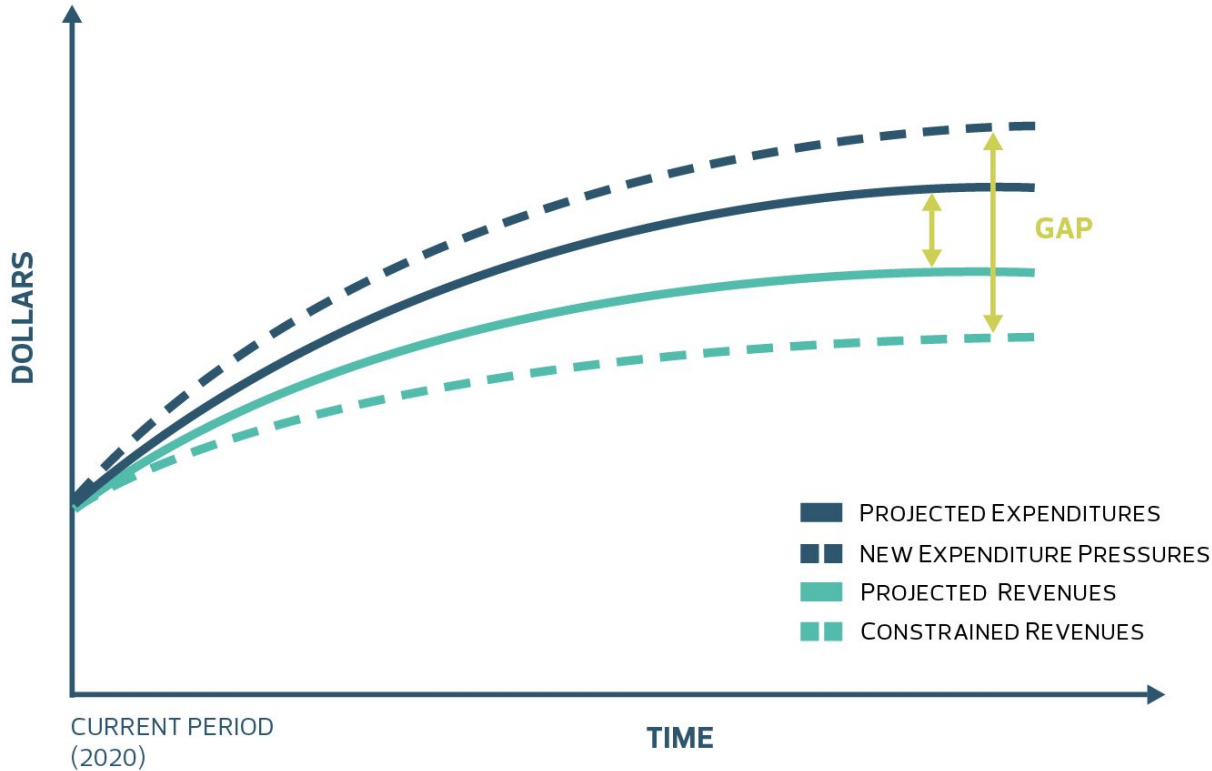
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Tax Room

-

Fiscal Capacity

THE CITY'S OPERATING GAP WILL WIDEN



While Making Transformational Changes

**Balance service and change
&
Big adjustments
&
Systemic changes
&
Difficult tradeoffs**

Although the fundamental challenges before us cannot be understated, there is an opportunity to emerge stronger than before.

RECOMMENDATIONS: PRINCIPLES

BE BOLD

Big problems require big solutions; and big solutions will require bold action.

BE AGILE

Decisions and action must be quick and agile for continuous adaptation.

BE BRAVE

Tough, uncomfortable and unorthodox decisions are required for change.

BE SMART

Solutions must respond to the challenge of the new fiscal constraints.

Implementation of Reimagined City Building

July - August 2020

- R1:** Recover in Accordance with the Big City Moves
- Inclusive & Compassionate
 - Catalyze & Converge

September 2020 - December 2021

- R1:** Recover in Accordance with the Big City Moves
- Rebuildable & Community
 - Greener as we Grow
- R2:** Implement the City Plan
- R3:** Integrate Plans
- R4:** Re-Evaluate City Land Development Projects Against Market Factors
- R5:** Establish Targets with City Council
- R6:** Implement the Growth Management Framework

Reimagine Services

July - August 2020

- R7:** Reduce and Eliminate Services
- Limit Relaunching Services

September 2020 - December 2021

- R7:** Reduce and Eliminate Services
- Expedited and Enhanced Program and Service Review (PSR)
 - Complete Enhanced Prioritized Budgeting
- R8:** Reconsider the priority of Council Initiatives
- R9:** Reduce Restrictions to Businesses and Partners
- R10:** Evaluate Private Sector Service Alternatives
- R11:** Create and Utilize Digital Solutions
- R12:** Prioritize Data for Recovery and Beyond
- R13:** Undertake GBA+ on Future Actions

Modernizing the Workforce

July - August 2020

R14: Develop a Flexible Work Policy

September 2020 - December 2021

R15: Leverage Existing Governance Capacity

R16: Create an Agile Workforce

R17: Review Compensation in Accordance with Market Rates

Relationship Based City

September 2020 - December 2021

R18: Prioritize and Formalize Relationship and Partnership Approach

R19: Expand Partnerships with Federal and Provincial Governments, Municipalities and Post Secondary Institutions

R20: Rethink Engagement, Prioritize Action

Financial Viability

July - August 2020

- R21:** Reduce Full Time Equivalents
- R22:** Prioritize Infrastructure Renewal Before Growth
- R23:** Prioritize Capital Ahead of Operating
- R24:** Limit Tax Increases

September 2020 - December 2021

- R25:** Review Land, Property and Facility Assets
- R26:** Assess the Market Viability of Redevelopment Plans Before Investing
- R27:** Increase Cost Recovery Levels
- R28:** Increase Cost Recovery of Regulatory Services
- R29:** Increase Use of Cost Distribution/Sharing Tools

Thank you.

Edmonton