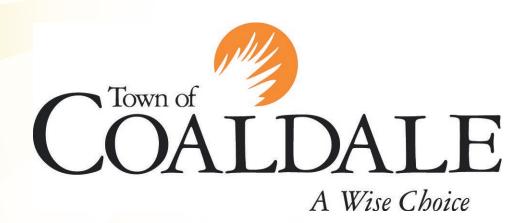
Annual Report

Fiscal Year Ending December 31, 2017 Coaldale, Alberta



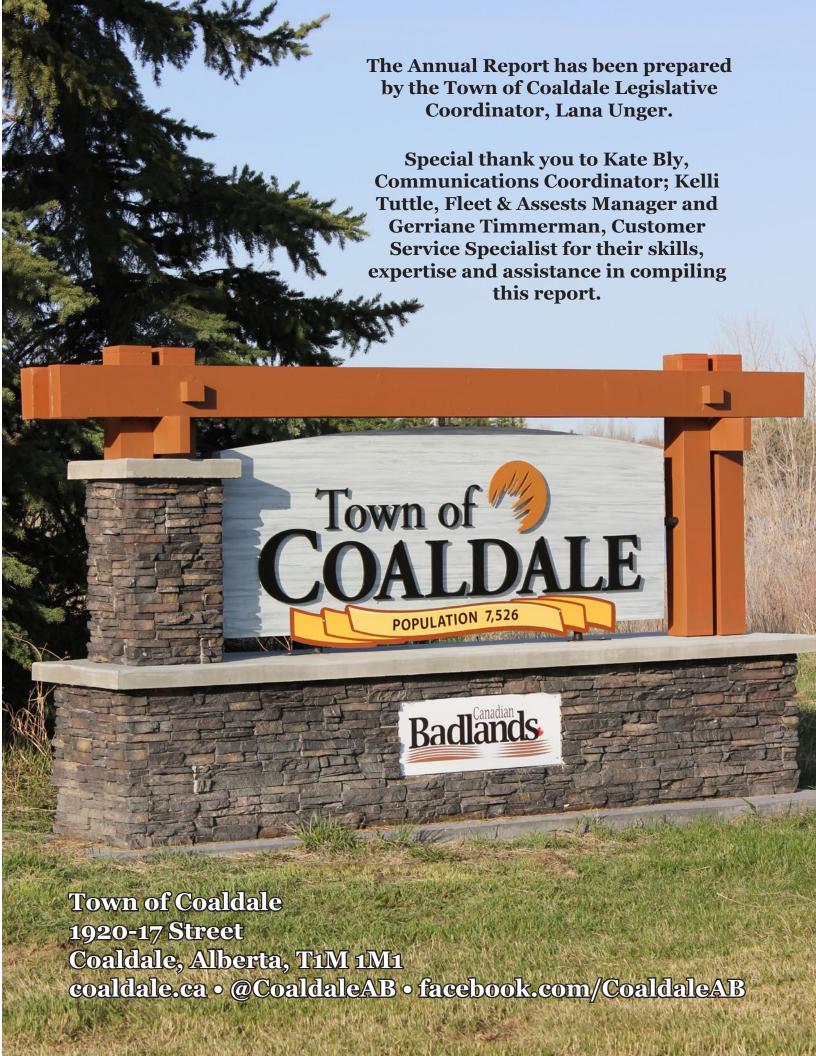


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MAYOR'S MESSAGE - KIM CRAIG



On behalf of Town Council and our Staff, I am proud to present the Town of Coaldale's inaugural Annual Report.

Within this report are details on how the Town of Coaldale, Council and Staff, have been working very hard over the past year to reach the touchstones set out in our annual strategic planning sessions and our annual budget deliberations.

As a Town Council we would express our appreciation for the level of dedication and professionalism demonstrated by our staff. Hours of preparation and work go into putting together the activities, programs, events and day to day operations of the town.

Additionally, we extend our appreciation to the residents of Coaldale who again and again volunteer their time and talents to making our community a great place to live, work and play.

"Our town has experienced steady growth over the last decade . . ."

Our town has experienced steady growth over the last decade and we continue to work to ensure Coaldale is a community of choice for those looking to put down roots in our residential areas and develop or expand businesses in our commercial and industrial areas.

As a town we are focused on ensuring Coaldale fosters a sustainable approach to development and growth over the next decade. Our staff are working to initiate procedures to track and account for all of our resources in order to assure our residents that we are making the most of their investment in our community.

Over the past year the Town of Coaldale has rolled out the third

stream of its solid waste collection program adding composting to the program already in place for curbside pick-up of recycling and garbage. Coaldale is leading the way in southern Alberta with our solid waste program providing residents with a convenient means of composting and recycling in order to reduce the amount of garbage heading to the landfill. Residents who take part in these programs can be proud of the role they are playing in not only protecting the environment but reducing our environmental footprint in the region.

In partnership with the St. Mary River Irrigation District and the Lethbridge County, Coaldale continues to work on innovative regional drainage projects that treat stormwater as an asset rather than a liability. The town appreciates the financial support of Alberta Environment for these drainage projects.

Development of these types of projects also increase development of wetlands and potential future construction of green spaces and walking trails.

Regional partnerships are paramount to success for the entire region and Coaldale is focused on current and potential new partnerships.



Regional collaboration provides an opportunity for our community to work with other communities, agencies and government departments to ensure we are developing the best possible approach to providing services to our residents.

Coaldale is proud to be a supporter of numerous worthwhile projects in our community through our newly developed Community Grant Program which earmarks a portion of the funds generated from photo radar for distribution annually in our town.

We are also very proud of the work that has been done over the past year to ensure Coaldale is ready for any potential emergency situation that may arise in our community. With highways and a rail line increasing the transportation volume through our town each year, work this year has been focused on preparing for a number of different potential emergency scenarios. Town staff, volunteers and agency partners have diligently worked to develop our emergency preparedness procedures and documents.

We also extend profound appreciation to the volunteers with our Coaldale and District Emergency Services who devote hundreds of hours each month



to training, preparing and responding to emergency calls in Coaldale and the surrounding area.

We depend on them and we are grateful for their willingness to respond to an ever-increasing demand for emergency response.

2017 was a milestone year for Canada and Coaldale was proud to host a July 1 celebration focused on celebrating Canada 150 birthday. We have also worked closely with Communities in Bloom to ensure our community was looking its best for the celebration and for judging, both on the provincial and national stage this year. We are proud of what Communities in Bloom has accomplished locally and for being recognized on both

these levels in 2017. We look forward to partnering with these dedicated volunteers who strive to improve the look of our community.

Coaldale can be proud of all it has accomplished to date and can look ahead with confidence in our community and its ability to foster growth in the future.

Sincerely,

Kim Craig Mayor Town of Coaldale

May 1, 2018

TOWN COUNCIL



Councillor Bill Chapman, Deputy Mayor Jacen Abrey, Councillor Butch Pauls, CAO Kalen Hastings, Staff Sgt. Glenn Henry, Mayor Kim Craig, Councillor Roger Hohm, Councillor Doreen Lloyd and Councillor Briane Simpson.

Senior Management Team

Kalen Hastings, CAO
Andrea Koester, Director of Infrastructure & Engineering
Michelle Overbeeke, Director of Financial Services
Spencer Croil, Director of Planning & Community Development
Kevin McKeown, Fire Chief
Terry May, Operations Supervisor

COUNCILLORS



Jacen Abrey



Bill Chapman





Butch Pauls



Roger Hohm



Briane Simpson

CAO'S MESSAGE - KALEN HASTINGS

Coaldale is a vibrant and bustling community, and I am pleased to be part of it on many levels.

As an employee of the Town of Coaldale, I am proud of our great team of staff, their desire to serve, team-focused attitude, and willingness to pitch and implement innovative ideas. To see the cross-pollination of various departments is a refreshing and productive approach to tackling common goals. It has lead to better decision-making and a superior end product. We embrace the motto that we are "one team, one organization."

I am also grateful for the strong support from the community, who we interact with on a regular basis, and Council, who sets our budget and establishes our strategic direction. As administration, our vision is to become the gold standard of municipal administration in Canada – that Coaldale become a bastion of best practices, an organization known for corporate excellence. We strive to demonstrate that the trust we are given to fulfill our mandate, through professionalism and service excellence, is well placed.

As a resident, I can see that our community teems with life and growth. Playgrounds are busy, dog walkers abound and local sport organizations continue to expand. Our population grows at a rate of almost 200 residents per year, with an average 60 new home builds annually. This has helped create the momentum necessary for the growth and expansion of new and existing enterprise, providing new commercial stops and more diverse employment opportunities for residents.

As a biased CAO, I am proud of 2017's highlight reel. Among some of the bright spots, we:

• Oriented a new Council and invested much time into short, intermediate and long term strategic planning;

- Commenced construction of Phase II(a) of the Malloy Drain Implementation Project, built along the west end of Coaldale, to combat storm water runoff and to create an attractive greenspace amenity;
- Work closely with the LINK Regional Pathway Committee see a paved pathway constructed between Coaldale and Lethbridge through Lethbridge County along the St. Mary River Irrigation District's (SMRID) canal right of way;
- Annexed close to 1500 acres into the Town from Lethbridge County to accommodate our future residential, commercial and industrial growth horizon;
- Set aside \$1 million dollars to be used for a multiuse recreational facility;
- Purchased key pieces of land to enhance future planning and to revitalize certain areas of town;
- Partnered with Lethbridge County on the purchase of a Quint Aerial Apparatus (ladder truck) to add to the equipment arsenal of the Coaldale and District Emergency Services Department;

It's an honor to help move the Town of Coaldale into the pre-city stages of its municipal gestation. Thank you for allowing me the privilege of serving you and our future.

Keltaly,

Kalen Hastings CAO Town of Coaldale

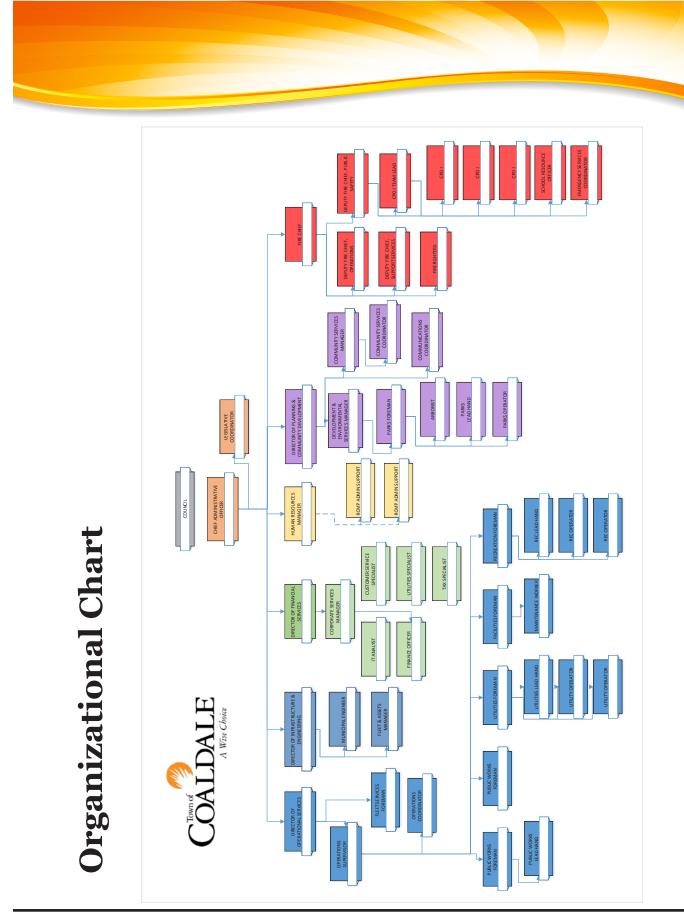
May 1, 2018

TOWN STAFF Pink Shirt Day



TOWN COUNCIL Pink Shirt Day





Welcome to the Town of Coaldale History:

In the early days before Coaldale came to be, cattle companies located larger ranching operations in the area to take advantage of the tall nutritional native grasses that grew in the fertile loam soils. Coaldale as a community began as a shipping point. It wasn't long before homesteaders moved into the area and fields of wheat, flax, oats, rye and barley began to sprout. With the railway came settlers and the community soon became a major service centre for both farmers and settlers.

With the arrival of more people a thriving community began to emerge. As the central shipping point for grains, it was the perfect environment for businesses to develop. Restaurants, grocery stores, hardware stores, harness shops, butcher shops and lumber yards developed to serve the rapidly expanding needs of the agricultural industry.

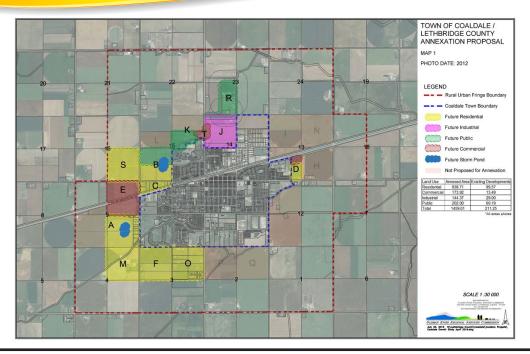
As the years passed, the quality and number of services continued to grow and today, almost every need can be filled by Coaldale's business sector. As the Town approaches its 100 birthday in 2019 it can be proud of a heritage rich in agriculture and a sense of community.

Location:

Located within the heart of southern Alberta with a growing population of 8,215. Coaldale is ideally situated between three metropolitan communities; Lethbridge, Medicine Hat and Calgary. Rail lines, quality highways and an efficient airport nearby connect Coaldale to Canada's east and west coasts.

Due to continued growth and the resulting pressures on available land supply, in 2014 the Town began taking the steps necessary to investigate and ultimately justify an annexation application to include an area of 621.29 hectares (1535.24 acres) and includes 66 individually titled properties, a number of irrigation canal rights-of-way, utility rights-of-way, and a number of road plans.

By bringing additional lands into the Town's boundaries Council, staff and the citizens of Coaldale will have confidence in the direction that growth will take over the next 25 years and beyond.



- Major highway: Crowsnest Highway #3 east/west
- Secondary highways: Highway #845 north/south
- Distance to Major Areas: Leth
 - Lethbridge 12 km Medicine Hat 141 km
 - Calgary 217 km US border 102 km

Industry:

The Town of Coaldale is an emerging community located in the heart of southern Alberta. With a variety of recreational facilities, and a diversity of amenities and tourist attractions, our municipality combines the benefits of small town living with the service provision of larger urban centers.

While residential subdivisions are booming, in 2016, Council invested 5 million dollars into its Northeast Industrial Park, selling lots, and attracting new businesses along the way. With affordable industrial land, a competitive commercial mill rate, and attractive business incentive packages, Coaldale has become a premier destination for commercial growth, business relocation and development. Throughout the Town there are numerous businesses that cover a wide range of services and employment opportunities, including Adora Kitchens, Intercontinental Truck Body, Bethel Windows & Doors, Nudura, Dennis Dirtworx, Inland Screw Piling, Crop Production Services, CAPS Diesel, Nutrisource, DH Fencing and many others.



Council:

The Town of Coaldale Council has 6 Councillors and 1 Mayor, all with a 4-year term of office. The next election will be held October 18, 2021. Council member roles are an at-large designation, meaning that the elected representatives represent the Town as a whole and not a particular ward or section of the Town. Council members are elected in accordance to the Local Authorities Election Act. Council members are compliant to the guidance of the Municipal Government Act that provides a broad spectrum of powers and duties for Council members and Administration. Council meetings are held at 2:00 pm every second and fourth Monday of each month, with the exception of July, August and December.

In December of 2017, Council identified 9 Strategic priorities that Council has approved for the coming year. They include:

- Public Safety
- Finance
- Economic Development
- Stakeholders & Partnerships
- Communications, Marketing and Engagement

- Management & Administration
- Planning & Infrastructure
- Recreation & Culture
- Parks & Beautification

Town Administration:

The Chief Administrative Officer (CAO) is the sole administrative conduit between Town Council and the Town of Coaldale Staff. The roles and responsibilities of the CAO are underpinned by Section 207 of the MGA. The CAO is in charge of ensuring of implementing of Council resolutions and that departmental activities are aligned with Council's policies and strategic direction. In addition to serving as CAO, Coaldale's CAO also oversees Economic Development for the Town. The CAO leads the Senior Management Team and ensures responsibility for the Town Council's vision of Coaldale.

Department Goals & Mandate:

Community Services provide quality programs and strategic alliance with community groups, not for profit organizations and residents to build capacity within the community to improve the quality of life of our residents and build community pride. We strive to build a future with opportunities for all residents.

We are a value-added department that improves lifestyle within our community outside of core services. We strive to connect community organizations and individual residents to internal departments to build community engagement. Our goal is to continue to build a welcoming and healthy community where opportunities exist for everyone to participate and volunteer within our community.



Kyla Matthews and Cindy Hoffman

Why we exist:

To provide services to residents through four core business functions:

1. Community Development & Support:

The Community Services Department partners and supports all community groups such as service clubs, local sport organizations, clubs and societies pertaining to recreation, culture and sport and assist in supporting these community groups to be successful in their delivery of quality programs and services for the community.

We build relationships among and within the community groups to assist in the promotion of the diverse opportunities available to our residents, bridge connections between community groups and other Town departments and the community at large while supporting the various projects and their grant applications submitted to local and provincial funding sources.

2. Special Events:

The Community Services
Department provides a diverse range of community events that help to build a welcoming and engaged community. These special events are provided through a combination of dollars allocated from the tax base as well as grant funding and in-kind donations from various community groups and businesses in Coaldale.

- Settler Days
- Valentines Day Tea
- Community Fest
- Pool Season Opening BBQ
- Outdoor Movie Night
- Fall Mass Registration
- Movie Night at the Museum
- Volunteer Appreciation Night
- Remembrance Day
- Christmas Skate



3. Programs:

The Community Services Department offers a wide range of program opportunities through our Recreation & Culture Classes and swimming lessons for our diverse population of residents that encourage personal growth, education, physical activity and social inclusion that help us in the pursuit of building an attractive community to live, work and play in.

4. Facilities:

The Community Services Department assists Town's Operations (Recreation and Maintenance) and Planning & Development Departments with providing residents of all ages with safe, affordable and accessible facilities for both indoor and outdoor opportunities at a number of indoor and outdoor spaces.

We operate the Gem of the West Museum and Visitor Information Centre in partnership with the Gem of the West Museum Society, as well as program and staff the lifeguard team at the Coaldale Outdoor Pool and Tot Lot/Spray Park.

We contract and manage all janitorial services in each Municipal facility, manage the Town's facility rental system, while working alongside the Recreation, Maintenance and Parks Departments to ensure facilities are suitable and contain the services and supplies for public rentals.

- Gem of the West Museum
- Kin Picnic Shelter
- Coaldale Community Centre
- Coaldale Outdoor Pool
- Tot Lot/Spray Park
- The HUB
- Coaldale Arena
- Baseball Diamonds (7)
- Sports/School Fields
 - 9 full sized fields that house up to 18 total fields in various configurations based on community need



Departmental Highlights for 2017:

- Held successful, 2nd annual Valentine's Day High Tea event
- Party in the Park Canada 150 Celebration held at the HUB field, huge success with over 700 people in attendance
- Recipient of the Celebrate Canada Funding Canada Day Event (\$3,400)
- Night of Lights Parade 1st Place Float Winner in Non-Commercial category
- Movie in the Park huge success with trucks and over 500 in attendance



- Remembrance Day Tribute video, honoring our local veterans
- Snow Angels Program helping community members unable to shovel their walks
- Community Grant contributed \$33,925 to various local youth & community groups:
 - o Coaldale Copperheads \$7,000 for upgrades to Dressing Room #7
 - o Coaldale Baseball Association \$10,000 for construction of storage building
 - o 3rd Coaldale Scouts \$2,800 for purchase of Capture the Flag hosting & Tents
 - o Parent Pre-School Program \$4,000 to put towards passenger van replacement
 - o Coaldale Dry Grad \$1,400 to help cover costs of venue rental, insurance and commemorative t-shirts.
 - o Gem of the West Museum \$2,725 to create and install signage, interpretive panels and plaques
 - o Victory Youth \$6,000 for operational costs of the Victory Youth Fridays program

Council's Vision for Community Services:

That Coaldale build recreational capacity and culture by empowering, facilitating, collaborating and leveraging partnership opportunities.

Council's Priorities & Focus Areas:

- Empower the community by setting the foundation (i.e. be shovel ready) for a large recreational project for a diversity of stakeholders to rally around;
- Update the Town's Recreational Master Plan (be do so using internal resources);
- Engage the local schools and school board on recreational partnerships in order to retain students;
- Leverage the financial commitment the Town made toward a recreational project.

Council's Strategies:

- Gather information and analyze the operating deficits of each facility and set a cost-recovery benchmark for each facility.
- Identify and explore educational programming partnerships and opportunities between local schools and various town departments, (i.e. Fire, Arts and Culture, Recreation, Engineering).
- Maintain working partnership with the Gem of the West Museum Society for the provision of arts, culture and music in Coaldale.
- Feature local businesses and organizations at community events.





Julie Garbutt and Kristina Colley

Departmental Goals & Mandate:

The Town's Public Safety/Municipal Enforcement program is led by the Deputy Chief of Public Safety who also serves as the organization's Director of Emergency Management. Working with various internal and external stakeholders, this individual provides oversight of, and direction to, the Town's Community Peace Officer Program.

As a way to build bridges and to enhance public safety in the community, we have recently implemented the following measures and priorities:

- We assigned specific Peace Officers to certain geographical districts within Coaldale to create more consistency and ownership and to have the Peace Officers serve as the eyes and ears of their district to create a more proactive and wholistic approach to patrols.
- Community Peace Officers are collaborating with the Town's School Resource Officer and local schools to enhance traffic safety during pick up and drop off times.
- More foot patrols in parks and trails, as a way to enhance the Town's Safe Routes to School Program.
- Proactive patrols as it relates to unsightly premises.

Why we exist:

- To ensure a safe and secure community for all;
- To enhance the resiliency of the community to prepare for, respond to and recover from emergencies and disasters;
- To foster an environment of positive community standards for the benefit of all;
- To ensure the Town of Coaldale is a safe place to live, work and play;
- To ensure the Town of Coaldale is a community to be proud of.

Did you know?

- It costs approximately \$175,000 per officer to police the Town of Coaldale. For 2018 and beyond, due to the growth of the community Council has approved the expenditure to hire an additional R.C.M.P. officer for the Town.
- The Town of Coaldale is the only municipality its size in Canada that pays 100% of the cost of policing under the R.C.M.P. This is due to the fact Coaldale is considered to be a new entrant. Other municipalies our size in Canada pay 70% of the cost of R.C.M.P. The Town is making efforts to lobby Ottawa for a fair and equitable police rate of 70%.
- Of the photo radar tickets issued in Coaldale, 90% are issued to out of town residents.



Departmental Highlights:

- Coaldale & District Municipal Enforcement was created in January 2017 and established as part of a Regional Peace Officer initiative.
- \$120,000 of ticket revenue generated from the Town's Photo Radar Initiative was allocated to the Town's Community Grant Initiative.
- Received \$226,900 from the Alberta Community Partnership Grant for a 3-year Community Peace Office pilot-project involving the municipalities of Coalhurst, Picture Butte and Barons. The Town of Coaldale serves as managing partner for this project and the \$226,900 of grant funds received went toward the purchase of vehicles, training, equipment and the addition of an office located adjacent to the Firehall.
- Received \$4,500 from the Emergency Management Preparedness Program Grant to enhance the Emergency Operations Centre with computers, maps and stationary.
- Purchased 2 removeable speed signs for \$15,000 that can be rotated within 6 locations in the Town. Future plans to apply for Alberta Transportation Grant to purchase two more.
- All Community Peace Officers have level 1 certification.
- 37 out of 45 (82%) Town of Coaldale staff have obtained their Incident Command System (ICS) 100 Level Certificate for Emergency Management and Preparedness Training; 19 out of 45 (42%) have obtained their ICS 200.
- Conducted Annual Bike Rodeo for Grades 1 5 in conjunction with Safety Days to teach bike safety and distribute certified bike helmets to all participating students.
- Participated in Career Days to provide information to Grade 12 graduating students with information regarding a career in Peace Officer law enforcement.
- Facilitated Emergency Preparedness Week to educate and develop positive relationships with citizens by being better prepared for emergencies.
- Conducted successful wildfire table top exercise with trained Town staff and community stakeholders. Plans for 2018 to conduct Flood Planning table top exercise.
- Director of Emergency Management has active role in the Joint Emergency Services Committee and the Public Safety Committee.

Council's Vision for Public Safety:

Making Coaldale a safe and secure place to live, work and play – no matter the season, place or time.

Council's Priorities & Focus Areas:

- Invest in transportation/infrastructure initiatives that improve the safety of both pedestrians and motorists.
- Make community service and outreach a central pillar of the Town's Peace Officer Program.
- Be a model community with respect to emergency preparedness and emergency management.

Council's Strategies:

- Led by the Town's Peace Officers, consult with the business community on the viability of installing a surveillance system in the Town's industrial park as a way to reduce the threat of vandalism and theft.
- Make Pathway and pedestrian connectivity from various parts of Coaldale a priority.
- Hire additional RCMP resources to reflect the growth of the community.
- Address "dark spots" in Town by installing more/improved street lights along road ways and pathways.
- Install additional raised crosswalks and flashing pedestrian lights in high traffic areas throughout Coaldale.
- Facilitate, market and support the Town's Safe Routes to School Program.



Gary Gettman, Kevin McKeown, Kelly L'Hirondelle, Colby Stone

Departmental Goals & Mandate:

The mission of the Coaldale & District Emergency Services is to minimize the loss of life, property and the environment in the Town of Coaldale and the County of Lethbridge through emergency response, public education and fire prevention.

It is our vision to be known as an innovative and progressive fire department. We are dedicated to the delivery of effective fire suppression activities, rescue services, medical response, hazardous materials operations, and quality fire and safety education to the public. We strive to offer current education and training based on industry standards to our members. We are committed to going above and beyond the call of duty everyday and to provide the best customer service possible.

The Fire and Emergency Services proudly supports Coaldale and the surrounding Lethbridge County of Lethbridge with a staff of 3 full-time employees and 24 volunteer firefighters with a vision to be known as an innovative and progressive fire department.

They are dedicated to the delivery of effective fire suppression activities, rescue services, medical response, hazardous materials operations, and quality fire and safety education to the public.



They pride themselves by offering current education and training based on industry standards. They are committed to going above and beyond the call of duty everyday and to provide the best customer service possible. The mission of the Coaldale & **District Emergency Services** is to minimize the loss of life, property and the environment in the Town of Coaldale and the County of Lethbridge through emergency response, public education and fire prevention.

CDES Value Statements:

- Integrity Doing the right thing for the right reason, even when no one is watching;
- Professionalism In our training, service and how we present ourselves;
- Respect Treat others how you would want to be treated, with respect and dignity, on and off the job;
- Compassion Caring for the people you are serving and your co-workers through compassion and tolerance;
- Teamwork Working together with each other and outside organizations;
- Pride In our community, in our job and in our entire organization.

Departmental Highlights:

- Oversee the development of the Fire Services Agreement between the Town and the Lethbridge County.
- Assists in planning the annual Firefighter Training Conference held in Lethbridge which brings high caliber training to the region.
- Participation in the quarterly meeting of Lethbridge Region Fire Chiefs and Lethbridge County Emergency Services Coordinator.
- Purchase of new command vehicle and new Lethbridge County engine.
- Council approved purchase of platform aerial truck as a joint venture with Lethbridge County.
- Complete redesign of new recruitment campaign and process, including firefighter physical assessment and training of NFPA 1001 Level 1 in first three months.
- Council approved extension of intern position.
- Hiring of second Deputy Fire Chief.
- Implementation of Bluecard Command Training for all Officers; includes 50 hours of on-line course followed by three days
 - of practice training. Will ensure Officers will have the skills and abilities to effectively perform the duties of Incident Command which will increase the level of firefighter safety.
- Firehall renovations/expansion projected for 2018-19.



Council's Vision for Fire & Emergency Services:

Making Coaldale a safe and secure place to live, work and play – no matter the season, place or time.

Council's Priorities & Focus Areas:

• Continue to provide the resources required by the Coaldale and District Emergency Services Department to achieve and maintain elite status;

• Be a model community with respect to emergency preparedness and emergency

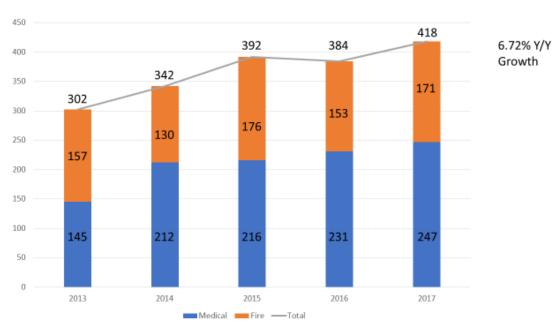
management.

Council's Strategies:

- Support additional Town employees wishing to join the Coaldale & District Emergency Services department as a way to provide relief to local businesses who provide release time to their employees to respond to day calls. Our thoughts are that if local businesses provide paid release time to their staff to respond to daytime calls, we should lead by example by providing the tools necessary for our staff to do the same.
- In collaboration with Lethbridge County, purchase an aerial platform apparatus to diversify the fleet of the CDES Department.



Fire & Emergency Services 5 year Call totals Coaldale/Lethbridge County



The number of emergency calls continues to steadily increase over the last 5 years. This is one of the reasons Coaldale has hired a second Deputy Chief, to accommodate the growth in our community and the surrounding region and to manage the demand that the growing number of calls has on our resources.



1965: 23 Calls

Population: 2592

1982: 50 Calls

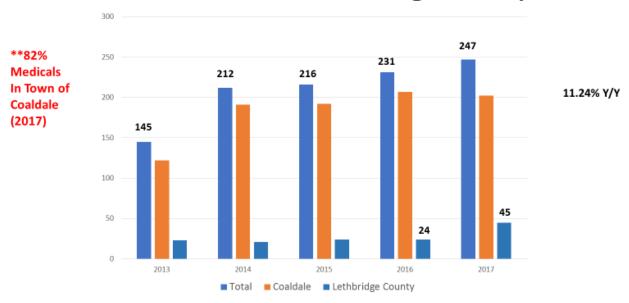
Population: 4853

2017: 418 Calls

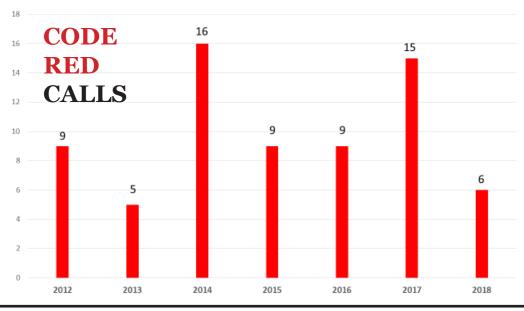
Population: 8215 (2016)

Calls +736% Population +69%

Fire & Emergency Services Medical calls: Coaldale vs Lethbridge County



A Code Red call is defined as a call where no ambulance is in Coaldale. In an act of good faith, our department responds to all medical calls in the Town and County. We are not compensated by the province for this service but we continue to provide it because we see the importance. We are lobbying the province for enhancements to the medical services they provide in our community.





Gerriane Timmerman, Michelle Overbeeke, Kyley Boehmer, Taryn LaPierre

Financial Services

Departmental Goals & Mandate:

We are usually the first people you see when you come to the Town office or the first voice you hear when you call. Our mandate is to provide excellence in customer services to our external and internal customers. We focus on the integrity and financial responsibilities of the Town through diligent budgeting and tracking of spending to ensure that the tax payers receive the best services available within our limited funds. We look to continually improve customer excellence by implementing best practices and improve efficiencies to reduce the time of providing customer services.

The Financial Services team is led by the Director of Financial Services who oversees the budgetary process, the accounting of grants and expenditures, insurance matters, external audits, and the Town's Financial Services Department. IT Services is another area within the Corporate Services umbrella.

Corporate Services is a smaller department, but we play a large internal role within the organization. We are unique in that we, in some way, are involved in every department. We either collect funds on behalf of other departments or we provide information for financial decision-making purposes for all departments within the Town.

Why we exist:

Financial Services

- Generate and collect the following revenue:
 - Property Tax we maintained 3,600 property files in 2017. Back in 2008, there was 3,000. That is a 20% increase in 9 years.
 - Utilities process 36,000 invoices a year, plus business and animal licenses.
 - Business Licensing 450 annual renewals.
 - Animal Licensing 700 annual licenses renewed.
 - General Miscellaneous Accounts Receivable.
- Process the payment of all Accounts Payable invoices for the Town of Coaldale.
- Provide financial and variance analysis for every department of the organization.
- Oversee the operating and capital budget process.
- With the direction of Council, set the Town mill rate on a yearly basis.
- Lead the financial auditing process. Complete the Financial Reporting on a yearly basis.
- Data security/User training/support/education IT services.
- Oversee all contracts in regards to when they expire and work with the appropriate departments when an agreement is required to be renewed.
- Oversee Town Census. Oversee grant accounting within the organization \$2.6 M

Departmental Highlights:

- The Town collects tax revenue on behalf of the provincial government for the school requisition, FCSS and Green Acres Foundation which supports housing for seniors.
- Paid off several high interest loans in 2017 with interest rates between 4.5% to 8%. We are well within our debt limit. Our current debt is \$4.3 million compared to our allowed limit of \$26.8 million.
- Potential \$2.5 million dollars available in 2018 grant funds from MSI Capital, MSI Operational, SIP, Policing and Federal Gas Tax.

Financial Services Council's Vision for Finance:

Providing good value for money.

Council's Priorities & Focus Areas:

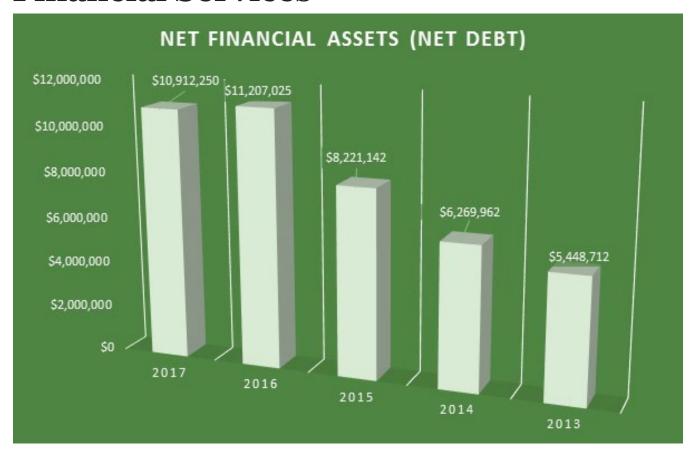
- Making strategic investments that will pay long term dividends for the community;
- Emphasis on developing diverse revenue streams;
- Providing clear, accessible information to the public about the Town's financial position.

Council's Strategies for Finance:

- Emphasis on promoting, facilitating, and spearheading development in in-fill areas.
- Pursue the creation of a bylaw that places a tax premium on lands with prolonged vacancies.
- Focus on increasing the amount of grant dollars that enter the community; further, explore the cost/benefit of hiring a grant writer.
- Explore regional business ventures.
- Create a general infrastructure reserve, and direct any surplus at the end of each fiscal year into a reserve.
- Apply for a Financial Reporting Excellence Award.



Financial Services









Public Works Department

Operational Services

Departmental Goals & Mandate:

The purpose of the Operations department is to serve the citizens of the Town of Coaldale through service excellence.

Operations is responsible for maintaining all Public Works, Utilities, Recreation and Facilities in order to extend the life of assets—be that infrastructure or equipment—and to improve operating conditions of the assets and to ensure service delivery takes place in a safe, responsible and cost-effective manner.

The Operations Department is divided into five sub departments:

- Public Works: maintenance of roads which includes sidewalks, alleys, signage, traffic control and snow removal/sanding; collection and discharge of storm water; garbage/recycling bin distribution; cemetery maintenance including internments; setups for community events.
- Utilities: water distribution, wastewater collection and treatment systems, water meter installs.

Operational Services

- Recreation: arena maintenance, swimming pool maintenance and some Town facility janitorial services, line painting for recreational events.
- Facilities: maintenance of all Town facilities.
- Fleet Services preventative maintenance, procurement, repairs and operator training for all Town assets is central to the Fleet Services Department.

Why we exist:

- To serve our citizens with a high degree of professionalism with integrity, respect and honesty;
- To be proactive in facilitating efficient maintenance and planning to extend the life of Town-owned infrastructure, while prudently allocating capital to achieve same;
- To ensure the Town owned infrastructure is kept in a safe and clean condition.
- To analyze past operations in order to continually improve;
- To keep all staff current on safety, government regulations and new emerging technologies and work practices;
- To work cooperatively as a team with all the other Departments to achieve Council goals;
- To value each staff member's contribution and place in our organization.



Departmental Highlights:

Operational Services

- Sidewalk Replacement 2017 847 m.
- Pavement patching 2017 3,000 m2.
- Water consumed: Total volume of water through Coaldale in 2017 2,430,306 m3, total Coaldale usage 1,237,225 m3 and total County (McCain's) usage 1,193,081 m3.
- Water distribution system: 281 fire hydrants flushed and drained, 473 valves exercised.
- Water line repairs/excavations for 2017(17), 2016(12), 2015(13), 2014(8) and 2013(4).
- Wastewater pumped to river for 2017 684,872 m3.
- Unplanned repairs sanitary sewer for 2017(2), 2016(4), 2015(7), 2014(4), 2013(0).
- Emergency events 2014 flooding, 2010 flooding and 2010 collapse of the Coaldale Food Market roof.
- Recreation more line painting done because of football.
- Facilities maintains: 4,399 lights (various bulbs from incandescent to HP Sodium), 84 toilets, 32 urinals, 90 furnaces/unit heaters, 27 AC units, 84 sinks, 2 air exchangers, 1 dehumidifier, 2 ice plants (compressors and chillers), 29 buildings.
- Speed sign installations at Cottonwood, Jennie Emery, Highway 845 and 30th Avenue.
- Traffic calming on 30th Avenue.
- Ditch cleaning 1.5 km.
- SCADA water system monitoring upgrades.
- VFD's installed at the water plant.



Operational Services

Council's Vision for Operational Services:

To provide good infrastructure stewardship and service delivery.

Council's Priorities & Focus Areas:

- Maximize and extend the life of existing infrastructure;
- Enhance quality of Service;
- Explore, test and incorporate innovative techniques and industry best practices.

Council's Strategies for Operations:

- Sewer relining in order to extend the life of the Town's existing sewer infrastructure, an affordable option needs to be implemented to avoid full cost replacement. This process avoids the excavation costs of digging up and replacing our existing infrastructure and allows the Town to extend the life of the current pipe by 50+ years.
- Snow removal program current snow removal program includes contractor services in combination with the Town's own resources, gathered from multiple departments (i.e. parks, mechanics, utilities), to windrow and remove snow from the streets. This allows the Town to field a large amount of equipment in a short period of time to address our priority routes, without investing in equipment that is not needed at any other time. This greatly reduces our carrying costs. The addition of a 3-in-1 snow plow/sander truck that is useable for the whole year and replaces several of our current pieces of aging equipment is what we are currently investigating.
- The creation of two public works crews as the Town has grown, an increase in the amount of work required in the Public Works department has become apparent. In order to address this concern, we have split Public Works into two separate crews, one to handle roads and sidewalks and the other to address alleys/sings/ditches/etc. This change in combination with the Snow Removal Program allows us to increase the resources for the summer to complete more work in the short season.

Operational Services

• Arena upgrades - our facilities are invaluable to the residents and programs that they host, but like the arena they are aging and in need of some substantial work and upgrades. The arenda this year is slated for a new ventilation system to improve the air quality, a new fire panel for the safety of the patrons and a wall replacement to correct a damaged section.



- Community Centre Roof The Community Centre has two flat roofs that have reached the end of their life and need replacement. This repair will eliminate the water leaks and ensure that the facility does not sustain any damage from water incursion through the roof.
- Roadway maintenance to maintain and stretch the service life of the Town roadway infrastructure. The winter that the Town has experienced has taken a toll on the asphalt in the Town and potholes have developed throughout. Pothole patching is ongoing as we strive to address the result of water infiltration into the roadways and once the weather warms, larger patches will be completed. The bigger issue is water getting under the asphalt which we strive to avoid with programs such as crack filling, micro sealing and patching.
- Alley maintenance The harsh and wet winter has highlighted the need to explore ways
 to better maintain and preserve the integrity of our alleys, including an examination of
 our solid waste pick-up routes and schedules, the addition of drainage catch-basins and
 upgrades to the alley substructures.
- American Public Works Association Accreditation Goal is for Coaldale Public Works and Operations Department become a bastion of best practices. There are only a few municipalities in Canada that have this accreditation. We would like to add Coaldale to the list.





Dustin Yanke, Kevin Viergutz, Andrea Koester

Infrastructure & Engineering

Departmental Goals & Mandate:

The Infrastructure and Engineering department was established in 2017 and provides inhouse technical oversight and engineering to all Town departments and to Council. The department is responsible for infrastructure assessments, creating engineering solutions to infrastructure challenges, project management, preparing Requests for Proposals (RFP's) and Requests for Quotes (RFQ's), technical reports and studies.

The Infrastructure & Engineering department is led by the Director of Infrastructure & Engineering and provides in-house technical oversight and engineering support services to all Town departments. The Director is also responsible for infrastructure assessments, creating engineering solutions to infrastructure challenges, project management, preparing RFP's and technical reports and/or studies.



Infrastructure & Engineering

Why we exist:

- Facilitate prudent financial planning;
- Be a trusted resource for all Town departments and to Council;
- Prepare and/or review drawings, feasibility studies, tender packages, RFP's, RFQ's and technical reports and studies;
- Develop creative engineering solutions in response to short, intermediate and longterm infrastructure challenges;
- Provide project management and various other special projects and cross-department initiatives;
- Coordinate and liaise with contractors and manage assigned capital projects;
- Be responsible for infrastructure assessments and analysis as well as assisting where applicable with capital asset management and complete capital life-cycle replacement planning;
- Liaise and coordinate the activities of engineering services with other Town departments, Municipalities, Utilities and Government Agencies;
- Prepare and administer RFP's and/or RFQ's for the construction and maintenance of Town infrastructure:
- Provide capital project management;
- Provide engineering design and the assembly of construction ready plans and documents, where feasible and appropriate;
- Update and commission infrastructure plans and studies where applicable and needed;
- Develop design guidelines and standards for developments in the Town;
- Ensure that all development meets the guidelines.

Infrastructure & Engineering

Departmental Highlights:

 Malloy Phase 2A Project: A \$5.4M grant was received from the Alberta Community Resilience program for the design and construction of a wetland facility and additional storage to protect the Town of Coaldale from runoff that has historically entered Coaldale from the west and caused



flooding throughout Coaldale. This is a joint initiative with St. Mary Irrigation District, Lethbridge County and the Town of Coaldale.

• Northeast Industrial Park Phase 4 design was completed with construction anticipated in summer 2018.

Library pocket park was designed and construction started.

Transportation modeling completed for the entire Town.

- Regional wastewater regional study along the highway 3 corridor which would allow for sanitary flows from Lethbridge County, along the corridor, to be treated in the Town of Coaldale lagoons.
- Inflow and Infiltration Study which determined the critical areas in Coaldale where inflow and infiltration is causing concerns and how to start correcting the problem areas.

WaterCAD modeling was updated to have a complete model of the water system.

- Applied for several grants from the provincial government for infrastructure and
- engineering projects.

Infrastructure & Engineering Council's Vision for Infrastructure & Engineering:

That the Town of Coaldale, through the application of planning and engineering best practices, continues to be a thriving and dynamic community that upholds the values of environmental stewardship, economic health, social equity, cultural vitality, and participative governance.

Council's Priorities & Focus Areas:

- Gather good information so effective long-term planning and decision-making can take place;
- Investment readiness and preparedness;
- Invest in Core Infrastructure.

Council's Strategies for Infrastructure & Engineering:

- Transportation Master Plan (TMP 2018);
- Infrastructure Master Plan (IMP 2018);
- Stormwater Master Plan (SWMP 2018);
- Wastewater Treatment Upgrades Detailed Design (2018);
- Detailed Design of 8th Street North (2018);
- Design for Phase II(b) of the Malloy Drain Implementation Project (2018).



Departmental Goals & Mandate:

The Town of Coaldale's Planning and Community Development Department was established in 2016.

The Town has historically made use of the Oldman River Regional Services Commission (ORRSC) and its previous iterations. In fact, the Town was one of the founding members of the Commission in 1955. However, in 2015 Coaldale reached a pivotal point in its history. With ongoing efforts focused on annexation and continued strong growth on the horizon, a need was identified to add to the excellent services provided by ORRSC.

Thus, the Town's first Planning and Development department came into existence in January of 2016. The previously vacated position of Director of



Cindy L'Hirondelle, Spencer Croil, Cindy Hoffman

Municipal Relations was rebranded and replaced to the current position of Director of Planning and Community Development. Since its creation, a number of projects have been launched internally, and ongoing projects have been continued, with support from ORRSC remaining critical to project successes. An example of such projects includes the annexation, the design and phasing for the NE Industrial area, and the early stages of Town-led neighbourhood development.

The Planning & Community Development department is responsible for overseeing the drafting, implementation, and monitoring of the procedures, policies, regulations, and processes that relate to the growth and change of the Town's built environment.



Due to the interdisciplinary nature of planning and development, the Director's role also focuses on ensuring that growth and change is undertaken in a logical, efficient, and fiscally responsible manner, and that it is responsive to the needs and desires of the Town's stakeholders. The Manager of Development & Environmental Services reports to the Director of Planning and Community Development and oversees Development and Environmental Services for the Town by working with developers to establish a cohesive professional relationship, site inspections, and ensuring compliance is maintained. This Manager role also oversees the Parks department and Environmental Services which include recycling and curbside composting.

Communications

The mission of Communications, as part of the Town of Coaldale's Planning and Community Development, is to provide a strong framework for Coaldale's communication both internally and externally in order to enhance and expand on the relationships built with residents.

In 2017 the Town of Coaldale had several social media posts that each reached over 20,000 people. The Town's social media posts, on Facebook and Twitter, regularly draw hundreds and even thousands of views.

The Town of Coaldale website is updated on a daily basis and provides residents and visitors with a wealth of information about the Town, its programs, activities and events. The Community Calendar is housed on the website and not only provides residents with a means of staying up-to-date on what is going on in Coaldale, it also provides local groups, organizations and clubs with a way to reach local residents.

The Town also connects with residents through a monthly newsletter, the Coaldale Connection which is distributed with the monthly utility bill and is also posted on the Town's website. The Town also produces Recreation and Culture Guides which are distributed each year in the Fall, Winter and Summer. A full page in the Sunny South News is also published by the Town on a quarterly basis and at that time the newspaper is distributed to every household.

Why we exist:

- Ensure development is sensitive and responsive to:
 - o Community needs.
 - o Community health, equality, social and economic wellbeing and the local environment.
 - o Time-scale (what is the impact short-term, mid-term, long-term?).
 - o Constraints and value-added opportunities (turning weaknesses into advantages).
- Maintain forward-thinking planning documents and processes focused on equitable growth of the community at all scales (building, lot, street, block, neighbourhood, Townwide);
- Engage the community in meaningful discussions about all aspects of Coaldale;
- Translate community need into value-added outcomes (i.e. rec. complex with daycare);
- Build consensus and collaborative spirit between Town departments, committees and boards, and all stakeholders throughout the community (residents, businesses, organizations, agencies);
- Help to navigate the web of interconnections;
 - o internally (between the various Town departments).
 - o externally (between the variety of land uses, community needs, and social and economic outcomes of the broader context of the Town's residents, businesses, organizations and industries).
- Assist in the identification of the value-added elements of capital projects (i.e. can infrastructure r-o-w be used for pathway extensions, can storm catchment/conveyance be used for recreation?);
- Ensure well-maintained, usable, connected and inviting community "rec-rooms" are provided in an equitable manner (available to and accessible by all).

Council's Vision for Planning & Community Development:

That the Town of Coaldale, through the application of planning and engineering best practices, continues to be a thriving and dynamic community that upholds the values of environmental stewardship, economic health, social equity, cultural vitality, and participative governance.

Council's Priorities & Focus Areas:

- Gather good information so effective long-term planning and decision-making can take place;
- Investment readiness and preparedness;
- Invest in Core Infrastructure;
- Enhance Coaldale's profile and "put us on the map";
- Improve efforts to inform and engage the community;

Council's Strategies for Planning & Community Development:

- Off-site Levy Bylaw review (2018-2019).
- Municipal Development Plan (2018-2020).
- Transportation Master Plan (2018).
- Update or create various Area Structure Plans (ASP's 2018-2020).
- Design and create functional, informative, and iconic entrance signage along highway gateways.
- Proactively host tailored seminars and workshops about Town budget, taxation, policies, and planned or anticipated projects.





Jeffrey Hansen, Ryan Moman, Jason Waites, Cindy L'Hirondelle and Damon Daigle.

Parks

Departmental Goals & Mandate:

The Parks departments' purpose is to serve the citizens of the Town of Coaldale by providing quality service and care to the number of local parks and green spaces. We are proud to share that the town has a Community garden, excellent sports fields, expansive wetlands and specialized facilities that make our parks unique. This value-added service to the town will ensure our green spaces are protected and preserved well into the future.

In its current iteration, the Planning and Development Department is the umbrella under which Town Parks are administered. This is so because the synergies between planning, development and parks are many. The easiest way to visualize the connection between planning, development and parks is to think of parks as outdoor rec-rooms for the whole community.

Parks

Rec-rooms at a community scale relate directly to the fabric of the town, and if developed appropriately, provide functional benefit to residents, business owners and the organizations within Coaldale. The functional benefits of parks also relate to many aspects of the Town, and as such, must be thoughtfully considered in the context of social life (providing usable shared spaces for positive community interaction), engineering and infrastructural needs (collecting and conveying storm water), and the environment (using non-potable irrigation for green spaces and natural turf sports fields).

As the Town grows, park spaces will continue to offer an excellent backdrop for demonstration sites for green infrastructure, and to provide educational media to users. These are two components of community engagement that can provide tangible examples of the direction the Town chooses to go regarding innovative solutions to issues such as drainage and environmental best practices.

Why we exist:

• To provide professional, resourceful stewardship of the Town's green infrastructure.

Departmental Highlights:

- Length of paved pathways: 13,620.67 feet;
- Amount of green space: 177.71 acres;
- Arborist hired and started in May 2017;
- Shrub beds in Millennium park cleaned out and revitalized;
- New chemical shed constructed in the Town shop yard;
- New sod and irrigation at Kate Andrews south field;
- Recycled tire material and concrete at Library pocket park;
- New playground west of Coaldale Christian School.



Parks

Council's Vision for Parks:

Where aesthetics drives commerce.

Council's Priorities & Focus Areas:

• That Council invest in aesthetic upgrades in the high visible areas of Highway 3 and Secondary highway 845, as well as the downtown commercial core.

Council's Strategies for Parks:

- Redesign public spaces and incentivize the upkeep of private spaces along the highway corridors;
- Reimagine the former McCain Park a visually appealing and innovative stormwater drainage area;
- Construct pathways in strategic locations to enhance the pathways network connections throughout the Town;
- Acquire future R-O-W to connect the LINK pathway along Phase II(a) of the Malloy Drain Project to the rest of Coaldale;
- Construction of entry signage along highway corridors, with the investigation of an LED component.





Environmental Services

Departmental Goals & Mandate:

Coaldale handles its solid waste disposal through a curbside garbage, recycling & composting pick-up service. Garbage is taken to the City of Lethbridge's landfill facility while the recycling is taken to the Calgary processing facility. Composting is processed at a Taber facility.

Environmental services, which currently includes waste, recycling, and composting collection, are also under the purview of the Planning and Development department. While there are key philosophical and operational matters that interrelate between Planning and Development and Environmental Services, the relationship is currently such that the administrative aspects of solid waste collection



Cindy L'Hirondelle

and other related matters, are covered by Planning and Development staff. Operational matters for solid waste collection and other related matters are primarily dealt with by the Operations department.

October 1, 2012 marked the start of Coaldale's curbside recycling service. Now, over 5 years later, curbside composting was the logical next step in reducing greenhouse gases, extending the life of our landfills and being environmentally conscious. The materials that go into the curbside compost carts will be turned into nutrient rich compost at the processing facility.

Curbside Composting began in Coaldale in March of 2018. There was no additional cost on utility bills to cover the curbside composting as it is being rolled out at no-cost to residents. By diverting hundreds of tonnes of organics from the landfill we drastically reduce the amount of tipping fees we pay to the city to use their landfill, thus allowing the Town to provide the curbside compost program at no extra cost to our residents.

The Environmental Services Department is led by the Development and Environmental Services Manager who also oversees the Parks department.

Environmental Services

Why we exist:

- Provide quality services that have an environmental impact on our community;
- Curbside recycling allows residents to dispose of their recyclable materials, in one bin, without having to transport materials to a central location;
- Recycling is better for the environment as it reduces waste as well as the waste disposed in landfills, which is better for the environment; and,
- By reducing waste, the Town of Coaldale can significantly decrease its tipping fees and, as a direct result, the cost to taxpayers. Also, by contracting out garbage and recycling collection services, additional and costly infrastructure expenses can be saved while Town staff can better focus on other priorities.

Departmental Highlights:

The following has been diverted from the landfill with curbside recycling:

- 2013 459.39 tonnes tipping fee was \$56.50 = \$25,955.54
- 2014 491.15 tonnes tipping fee was \$56.50 = \$27,749.98
- 2015 525.39 tonnes tipping fee was \$60.50 = \$31,786.10
- 2016 526.51 tonnes tipping fee was \$ 75.00 = \$39,488.25
- 2017 524.44 tonnes tipping fee was \$85.00 = \$44,577.40





Lana Unger, Kalen Hastings, Mollie Habke

Administration

Departmental Goals & Mandate:

Led by the Chief Administrative Officer (CAO), the administrative branch of the organization contains both internal and external service departments.

In conjunction with the Legislative Services Coordinator—who provides administrative support to the CAO and Town Council and oversees the Town's bylaws, policies and corporate records—the CAO is the primary conduit between Council and all other municipal departments. The CAO, whose role is to implement Council's strategic goals, priorities and direction through various departmental actions, is the only employee of Council.

Also under the administrative banner, is the Human Resources (HR) Department. HR provides support to the Town's management and staff in the areas of labour and employee relations, staff recruitment, safety, compensation and benefits, and employee training and professional development.

Administration

Council's Vision for Administration:

That the Town of Coaldale become a Gold Standard of municipal Administration in Canada.

Council's Priorities & Focus Areas:

- That the Town of Coaldale become a bastion of best practices;
- A focus on professionalism and innovation;
- Service Excellence;
- Create and maintain strong relationships both inside and outside of Coaldale;
- Focus on strong communication and effective and meaningful citizen engagement.

Council's Strategies for Administration:

- That the Town of Coaldale become leaders in workplace safety.
- That the Town of Coaldale continue attracting and retaining top flight talent.
- That the Town of Coaldale Public Works Department become accredited under the American Public Works Association.





Economic Development

Departmental Goals & Mandate:

The Town's Economic
Development Program is a
key priority of Council and is
currently led by the Town's CAO
and a diverse and innovative
support cast. The Town of
Coaldale is experiencing strong
economic growth which creates
various positive spinoffs for
the community. Important
inroads have been made in
the expansion of the Town's
industrial and commercial
sector.

As a way to maintain our current momentum, and to continue making Coaldale a



vibrant, innovative and inviting commerce centre, the Town is making efforts to:

- Injecting life into stagnate areas to kickstart certain elements of Coaldale's community/ economy;
- Focus on recruiting new businesses to Coaldale;

Departmental Highlights:

• For 2017 there were 52 development permit applications for single family lots, 8 manufactured homes, 1 multi-family with 35 units.

Economic Development

Council's Vision for Economic Development

To continue making Coaldale a vibrant, innovative and inviting commerce centre.

Council's Priorities & Focus Areas:

- Focus on areas of the local economy that may benefit from a strategic approach to identifying opportunities, synergies and growth.
- Seek out those businesses and industries that fit the community and that will provide long-term employment and growth opportunities.
- Business attraction and retention Through partnership with the business community, provide a sophisticated and compelling marketing structure for potential businesses.
- Undertake initiatives that set-up the private sector for long term success.

Council's Strategies for Economic Development:

- Invest in Mainstreet Mainstreet is the heart of Coaldale, where commerce, community and celebrations have taken place for decades. By partnering with the business community, key stakeholders and organizations, this special area can be enhanced and highlighted as a "main attraction".
- Undertake creative and effective marketing campaigns Learning from successes of other communities, the plan is to apply compelling and intriguing marketing techniques to show all that the community has to offer.
- Continue undertaking strategic land purchases that can be redeveloped or prepared for commercial or industrial resale Land purchases that help to achieve a future vision or form of development for a particular area, to ensure the community grows in a cohesive and consistent manner, will continue to be a focus.

Economic Development

Council's Strategies for Economic Development:

- Improve the visibility and marketing profile of the Town's NE Industrial area the Town's NE industrial area is in some ways a well-kept secret. It's time to share the secret and showcase the successful growth of the area with potential investors.
- Improve access to the NE industrial area by reconstructing 8th Street as an industrial collector road 8th Street North is the easternmost access to the Town's industrial area and is important that this roadway be upgraded to a full industrial standard road for current and future businesses.
- Promote local businesses by featuring them at community events when possible –
 Coaldale's businesses continue to be incredibly supportive of the community. One way of
 showing appreciation for this level of support is to reciprocate and showcase our amazing
 businesses where and whenever possible.
- Collaborate with the business community to create an interactive economic development website for the Town the Town is currently undertaking a rebuilding of our website to make it more functional and easier to use. The Town and the Chamber of Commerce have identified a significant opportunity in working together to update the economic development part of this site.

• Invest in recreational infrastructure that will attract sport and recreation-focused events

and activities.

• Develop promotional media that lets the world know why Coaldale is such a great place to live. Activities associated with this strategy include updating the Town's website, partnering with local organizations, and making use of current technologies and techniques to showcase our wonderful town, such as promotional videos.







The 2017 Annual Report of Town of Coaldale provides information to Town citizens and other users about our 2017 financial performance. This report also supplies insight into some of the Town's innovations and accomplishments for 2017 as well as some of our major financial policies, current economic climate, and future challenges.

The Town maintains a system of internal accounting controls designed to provide reasonable assurances for the safeguarding of assets and the reliability of financial records. These controls are subject to regular reviews and revisions as required. The Town's elected Council reviews and formally approves the

consolidated financial statements after the Audit Findings Report and financial statements have been presented by the Town's appointed auditor at a public Council meeting.

The consolidated financial statements of Town of Coaldale are prepared in accordance with Section 276 of the Municipal Government Act of the Province of Alberta. These audited financial statements are representations of management prepared in accordance with local government accounting standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

The Town's auditor, BDO Canada LLP, has audited the 2017 consolidated financial statements and their Independent Auditors' Report is included in this Annual Report.

Financial Summary

The Departments within our organization continue to do an excellent job of meeting or exceeding established service standards within our Town and managing budget funds responsibly within our overall operating budget. Our Accumulated Surplus has grown from \$101,808,057 in 2016 to \$103,608,037 for 2017.

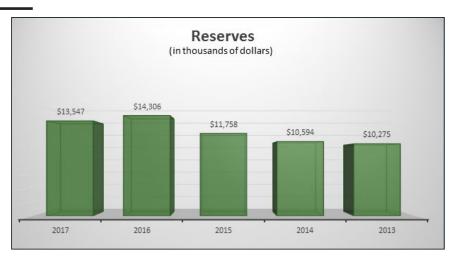
The Town of Coaldale will continue to monitor our financial performance and strategies over the 2018-19 operating budget period as we strive to address our infrastructure challenges and increased demand for services.

Director of Financial Services Operating Results

The Statement of Operations outlines revenue earned by the Town, the expenses incurred to provide municipal services and the difference between them. The Town ended the year with a \$1.8 million surplus (2016 - \$7.1 million). As summarized in Schedule 1 of the Financial Statements, these funds were reduced by the change in the equity in tangible capital assets of \$.66 million (represented by the net decrease in tangible capital assets of \$.67 million and the net decrease of debenture debt of \$1.33 million).

Net Financial Assets

The Town of Coaldale's Net Financial Assets is a key indicator of our financial position and overall financial health. It illustrates the financial affordability of future Town service provision. It reports the extent to which spending of the accounting period are offset by revenue raised



during the period. In addition, Net Financial Assets shows our ability to finance activities and to meet liabilities and contractual obligations. It is calculated by deducting our Financial Assets from our Liabilities. 2017 Net Financial Assets are \$10,912,250; 2016 Net Financial Assets were \$11,207,025.

Restricted Surplus (Reserves)

Note that the 2009 adoption of PSAB Section 1200 resulted in a change in reporting format. We now have Accumulated Surplus made up of restricted surplus (reserves), unrestricted surplus, and equity in tangible capital assets. All changes in restricted surplus (reserves) are approved by Town Council. During the year transfers into and from restrictive surplus (reserves) led to a net decrease of approximately \$759,705 to a year-end figure of \$13,546,690.

Director of Financial Services Financial Management and Control

Town of Coaldale's management is responsible for the preparation of the financial statements, procedures and internal control mechanisms. The Town maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the assets of the Town are properly accounted for and adequately safeguarded. Further to that, Town Council has adopted long-term financial polices to effect good governance, transparency, and fiscal responsibility.

Financial Policies

Cash and Investment Management Policy

The purpose of this policy is to establish objectives and limits for investment of funds held by the Town of Coaldale. Investments are limited to those permitted by the Municipal Government Act of Alberta. Safety of capital is the primary objective of the investment program. Investments of the Town are to be undertaken in a manner that seeks to maintain the safety of investment principal by mitigating credit risk and interest rate risk. This policy is reviewed annually to ensure that it remains consistent with the overall objectives of the Town and prudent and conservative investment practices.

Tendering and Purchasing Policy

Our tendering and purchasing policy provides a framework for the expenditure of public funds. This policy aligns with Town Council's vision of fairness, openness and transparency. It also achieves compliance with relevant legislation. Town of Coaldale recognizes the potential for budget over-expenditures and lack of accountability if adequate controls and policies are not in place; in that regard, this policy includes a section that provides spending authorities / limits with the objective of being an "authority's guide".

Tangible Capital Assets Policy

The purpose of this policy is to provide direction for recognizing and recording Tangible Capital Assets (TCA) on a consistent basis and in accordance with Public Sector Accounting Board (PSAB) 3150. The principal issues in accounting for tangible capital assets are the recognition of the assets, the determination of their carrying amounts and amortization charges and the recognition of any related impairment losses.

Director of Financial Services

Tangible Capital Assets Policy (Continued)

In addition, this policy covers policy and procedures to protect and control the use of all tangible capital assets and to provide accountability over tangible capital assets.

Budget

Section 242 of the Municipal Government Act of the Province of Alberta provides for the adoption of a budget by Town Council. Council provides budget direction to administration through the County's Strategic Plan which in turn sets the desired service levels to be provided. The Town's budget lays out the revenues and expenses planned to deliver these services. Council typically reviews the initial budget presentation in the fall for the upcoming year. Council then provides direction to administration regarding desired service levels and the respective acceptable level of taxation to achieve those service levels. The Town prepares a 3-year budget.

Accounting

All financial and accounting services fall under the auspices of the Finance Department. Maximizing information technology and our Municipal Financial Software System allows for tight financial controls and the fulfilment of internal and external reporting requirements. Quarterly financial reports are prepared for review by Council and senior administrative staff. Quarterly information on our core services is provided to Town Council. Annual financial statements are prepared by the Finance Department for the annual audit.

Audit

Section 280 of the Municipal Government Act states that "Each council must appoint one or more auditors for the municipality". Further, the Act requires the auditor to report to council on the annual financial statements. These financial statements are the responsibility of the municipal administration. The auditor's responsibility is to express an opinion on the annual financial statements based on their audit. Town Council is responsible for ensuring that Town Administration fulfills its responsibilities for financial reporting, internal control and risk management. Town Council is ultimately responsible for approving the Town's budget, appointing the auditor, and providing general financial authority and oversight.

Director of Financial Services Economic Events

Significant economic events and changes during 2017:

In Canada:

- The national unemployment rate has fallen from 6.6% to 5.8% in 2017. The jobless rate remained at its lowest level since 1976 as the economy added 79,000 jobs.
- The economy grew by 3%, the fastest pace since 2011 and significantly above 2016's growth of 1.4%. For all of 2017, Stats Can says household spending easily made the biggest contribution to growth, followed by inventory and business investment. It also says Canada's exports grew for the second-straight year with gains in both goods and services.
- It is projected that Canada's oil patch will turn a profit in 2018 following three consecutive years of losses due to the oil crash in 2014. From the Conference Board of Canada, "Canada's crude oil production is expected to rise by an average annual rate of 3.4% between 2018 and 2022, with the vast majority of that increase coming from the oil sands. However, the competitiveness of Canadian producers is undermined by domestic bottlenecks in pipeline takeaway capacity and surging U.S. shale production."
- Canada celebrated its 150th anniversary in 2017.

In Alberta:

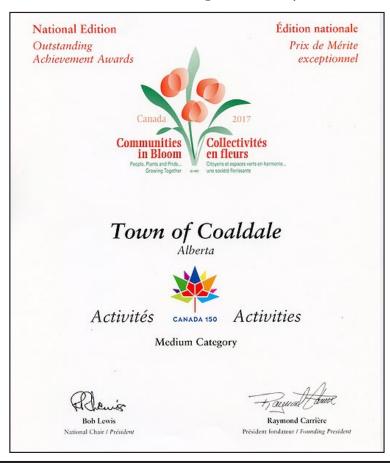
- Alberta's economy returned to growth in 2017 after suffering the worst recession in three decades due to oil price shock. The unemployment rate for Alberta was at 7% as of December. In the southern Alberta region (Lethbridge-Medicine Hat), the unemployment rate for the same time period was 5.9%.
- Alberta's economic rebound was broad based with nearly every sector of the economy expanding; (real GDP grew approximately 4.5%, exports increased by close to 30%, Housing starts were up nearly a 20% and retail trade increased by 7.5%.
- The Alberta Government introduced a province-wide carbon tax on January 1, 2017.
- We had another smoke-filled year. Our neighbouring province to the west, British Columbia, declared a Provincial State of Emergency due to its wildfires. Wildfires in southern Alberta and just across the border into the United States added to the air quality issues in Alberta.

Director of Financial Services

Economic Events

In Coaldale:

- In 2017, capital projects were completed totalling more than \$2.5 million.
- Demand for commercial/industrial lots with the Town's industrial park continued with few lots remaining at this time.
- Annexation of land from Lethbridge County was agreed upon and subsequently approved by the Province effective April 1, 2018. Currently, the town is about eight square kilometers. With the annexed land, we will increase to 14 square kilometers.
- The Town of Coaldale received the Communities in Bloom National Outstanding Achievement Award for the Canada 150 Maple Leaf Project.



Director of Financial Services Meeting Future Challenges

Asset Management

The Town has embarked on the path to sustainability through Asset Management. Although this program is in its beginning stages of implementation, we are optimistic that Asset Management will guide future decision making with respect to our infrastructure challenges. Asset Management will provide the information needed for the Town and its citizens to face the growing challenge of aging infrastructure. The true benefit is that this program will allow us to focus on the "road ahead".

Emergency Services

Emergency Services is a major component of the Town's budget. Protection of our residents is paramount. A firehall expansion is being planned for 2018 to accommodate future planned growth of the Town. The Town of Coaldale continues to work with its regional partner (Lethbridge County) to provide efficient and responsive fire and emergency services. Another key challenge is retaining volunteer members in the fire department. The Town has been very successful in this regard and we are very thankful and appreciative to our many dedicated volunteers.

Malloy Drain Project

Due to significant flooding events, the Town of Coaldale embarked on upgrading one of its largest drainage problem areas. The Malloy Drain Phase 2A project is a joint project being undertaken by the Town of Coaldale, Lethbridge County and the St. Mary River Irrigation District. It is part of the overall Malloy Drain Upgrade project. The total project cost is

\$5.4 million, with \$4.38 million in funding being provided by the Alberta Community Resilience Program and \$340,000 being contributed by each of the project partners. The project is approximately 50% complete with a completion date of August 2018.



Director of Financial Services

Maintaining Service Levels

Balancing levels of service with fiscal responsibility is one of the Town's biggest challenges. Maintaining service standards with limited resources requires innovative approaches. Council and administration will continue to work towards *Best Practices* for the benefit of the municipality.

The Town of Coaldale remains committed to its strategic initiatives and providing best value. Our objective is to provide the highest quality of programs and services for our citizens. In that regard, strategic planning has become a focus for Town Council. The

Town's Strategic Plan functions as a guide for the organization during the annual budget process and in the daily delivery of Town services.

To conclude, the Town of Coaldale is confident that it will navigate the many challenges to come its way. Our prospects for the future are bright. We continue to maintain a relatively strong financial position. The defining characteristics of Council and Staff are diversity, richness and depth of talent. With those characteristics comes the skill to be well positioned to face the many challenges and to provide services to our citizens.

Respectfully submitted,

Michelle Overbeeke, CPA, CMA Director of Financial Services

May 15, 2018



Town of Coaldale

Audited Financial Statements For the Year Ended December 31, 2017



FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

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Management's Responsibility for Financial Reporting

Town of Coaldale management is responsible for the preparation, accuracy, objectivity, and integrity of the accompanying financial statements and the notes thereto. Management believes that the financial statements present fairly the Town's financial position as at December 31, 2017 and the results of its operations for the year then ended.

The financial statements have been prepared in accordance with Canadian public-sector accounting standards. The financial statements include certain amounts based on estimates and judgments. Such amounts have been determined on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has designed and maintains a system of internal controls to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Town Council is responsible for overseeing management in the performance of its reporting responsibilities, and for approving the financial statements. Council fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. Council is also responsible for recommending the appointment of the Town's external auditors.

The financial statements have been audited by the independent firm of BDO Canada LLP, Chartered Professional Accountants. Their report to the Members of Council of Town of Coaldale, stating the scope of their examination and opinion on the financial statements, follow.

Kalen Hastings

Chief Administrative Officer

May 14, 2018



Tel: 403 328 5292 Fax: 403 328 9534 www.bdo.ca BDO Canada LLP 600 Lethbridge Centre Tower 400 - 4 Avenue South Lethbridge AB T1J 4E1 Canada

Independent Auditor's Report

To the Mayor and Members of Council of the Town of Coaldale

We have audited the accompanying financial statements of the Town of Coaldale, which comprise the statement of financial position as at December 31, 2017, and the statements of operations, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Town of Coaldale as at December 31, 2017 and the results of its operations, change in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP

Chartered Professional Accountants

Lethbridge, Alberta May 14, 2018

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2017

ASSETS	2017	2016
Cash and temporary investments (Note 2) Taxes and grants in lieu receivables (Note 3) Trade and other receivables Land held for resale Investments (Note 4)	\$ 15,999,010 513,836 1,277,063 203,668 1,112,347	\$ 14,623,721 530,365 955,937 239,787 2,231,920
	19,105,924	18,581,730
LIABILITIES		
Accounts payable and accrued liabilities Deposit liabilities Accrued interest payable on long term debt Deferred revenue (Note 5) Employee benefit obligations (Note 6) Long-term debt (Note 7)	1,542,534 155,604 44,913 1,806,677 286,796 4,357,150	1,288,048 119,839 85,054 1,392,258 250,664 4,238,842 7,374,705
NET FINANCIAL ASSETS	10,912,250	11,207,025
NON-FINANCIAL ASSETS		
Tangible capital assets (Schedule 2) Inventory for consumption Prepaid expenses Development land	89,904,771 50,140 4,862 2,736,014	90,577,629 18,541 4,862
	92,695,787	90,601,032
ACCUMULATED SURPLUS (Schedule 1, Note 11)	\$ 103,608,037	\$ 101,808,057
Commitments and contingencies - See Notes 15 and 16		
APPROVED BY TOWN COUNCIL:		

MAYOR

STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2017

		Budget (Note 19)		2017	_	2016
REVENUES				2222222		
Net municipal taxes (Schedule 3)	\$	7,497,631	\$	7,503,297	\$	7,090,326
Sales and user charges				4 004 000		
Water supply and distribution		1,777,012		1,831,070		1,620,033
Wastewater treatment		1,060,847		1,092,067		1,012,109
Waste management		1,022,613		1,035,898		1,010,476
Subdivision land development		177,125		1,590,605		640,009
Other		122,488		713,248		444,962
Recreation and parks		399,202		408,684		393,596
Penalties and costs on taxes		100,000		105,250		116,455
Franchise and concession contracts		530,800		639,753		649,095
Investment income		162,900		250,241		249,139
Government transfers (Schedule 4)		2,016,123		2,217,035		1,809,188
Development levies				160,429		103,141
Licenses and permits		90,000		94,479		91,149
Net gain of sale of tangible capital assets		-		-		16,550
Other revenues		157,680		224,699	_	149,227
TOTAL REVENUES		15,114,421	_	17,866,755	_	15,395,455
EXPENSES						
Legislative		561,439		473,494		437,780
Administrative		1,123,220		1,222,675		1,150,280
Protective services		3,306,512		3,091,162		2,410,663
		2,403,881		3,694,073		3,130,260
Transportation Environmental user protection		2,905,662		3,709,350		3,270,252
Public health		340,655		318,942		311,749
Planning and development		610,323		862,039		412,971
Recreation and culture				3,023,474		
		2,457,653				2,715,164
TOTAL EXPENSES	_	13,709,345		16,395,209	_	13,839,119
EXCESS OF REVENUE						
OVER EXPENSES - BEFORE OTHER	_	1,405,076		1,471,546	_	1,556,336
OTHER						
Contributed assets		-		86,387		2,994,545
Government transfers for capital (Schedule 4)		1,738,000		242,047		2,504,777
development administration outside (contradiction)						
EVOCCO OF DEVENUE	_	1,738,000		328,434	_	5,499,322
EXCESS OF REVENUE OVER EXPENSES		3,143,076		1,799,980		7,055,658
ACCUMULATED SURPLUS, BEGINNING OF YEAR		101,808,057		101,808,057		94,752,399
ACCOMULATED SURFLUS, DEGINNING OF TEAR	-	101,000,007	_	101,000,037	_	34,102,088
ACCUMULATED SURPLUS, END OF YEAR	\$	104,951,133	\$	103,608,037	\$	101,808,057



STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2017

	 Budget (Note 19)	 2017	 2016
EXCESS OF REVENUES OVER EXPENSES	\$ 3,143,076	\$ 2,997,906	\$ 7,055,658
Acquisition of tangible capital assets	(3,642,000)	(2,518,103)	(3,625,923)
Contributed tangible capital assets	-	(1,330,387)	(2,994,545)
Capital lease	-	8,626	11,468
Amortization of tangible capital assets	-	2,670,276	2,519,692
Loss on disposal of tangible capital assets	-	-	12,128
Proceeds on disposal of assets	 -	 644,520	 13,139
	 (3,642,000)	 (525,068)	(4,064,041)
Acquisition of supplies inventories	-	(72,322)	(46,870)
Acquisition of prepaid assets	-	-	(5,712)
Use of supplies inventories	-	40,723	41,561
Use of prepaid assets	-	-	5,287
Acquisition of development land	 	 (2,736,014)	
	 -	 (2,767,613)	 (5,734)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(498,924)	(294,775)	2,985,883
NET FINANCIAL ASSETS, BEGINNING OF YEAR	 11,207,025	11,207,025	8,221,142
NET FINANCIAL ASSETS, END OF YEAR	\$ 10,708,101	\$ 10,912,250	\$ 11,207,025



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2017

NET INFLOW (OUTFLOW) OF CASH RELATED TO:		2017		2016
OPERATING				
Excess of revenues over expenses	\$	1,799,980	\$	7,055,658
Non-cash items included in excess of revenues over expenses:	•	.,,		,,,,,,,,
Amortization of tangible capital assets		2,624,202		2,519,692
Loss on disposal of tangible capital assets		-		12,128
Tangible capital assets received as contributions		(86,387)		(2,994,545)
Non-cash charges to operations (net change):				
Decrease (increase) in investments		1,119,573		(2,129,000)
Decrease (increase) in taxes and grants in lieu receivable		16,529		3,685
Decrease (increase) in trade and other receivables		(321,126)		1,008,683
Decrease (increase) in land held for resale		36,119		4,879
Decrease (increase) in inventory for consumption Increase (decrease) in prepaid expenses		(31,599)		5,309 425
Increase (decrease) in accounts payable and accrued liabilities		214,345		(26,284)
Increase (decrease) in deposit liabilities		35,765		15,790
Increase (decrease) in deferred revenue		414,419		(680,781)
Increase (decrease) in employee benefit obligations		36,132		64,133
Cash provided by operating transactions		5,857,952		4,859,772
So years a specific control of the second of				
CAPITAL				
Acquisition of tangible capital assets		(2,127,915)		(3,625,923)
Acquisition of development land		(2,736,014)		•
Proceeds on disposal of assets		262,958		13,139
Cash provided by (applied to) capital transactions		(4,600,971)	_	(3,612,784)
FINANCING				
Long-term debt issued		1,495,903		-
Long-term debt repaid		(1,377,595)		(415,471)
Cash provided by (applied to) financing transactions		118,308	_	(415,471)
CHANGE IN CASH AND CASH EQUIVALENTS DURING YEAR		1,375,289		831,517
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		14,623,721	_	13,792,204
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$	15,999,010	\$	14,623,721

SCHEDULE OF CHANGES IN ACCUMULATED SURPLUS FOR THE YEAR ENDED DECEMBER 31, 2017 SCHEDULE 1

					Edu	Equity in Tangible				
		Unrestricted		Restricted	S	Capital Assets				
		Surplus		Surplus		(Note 10)		2017		2016
Balance, Beginning of Year	49	1,121,800	49	14,306,395	49	86,379,862	49	101,808,057	↔	94,752,39
Excess of revenues over expenses		1,799,980		×				1,799,980		7,055,65
Unrestricted funds designated for future use		(4,692,804)		4,692,804		,		•		•
Restricted funds used for operations		1,969,770		(1,969,770)				•		
Restricted funds used for tangible capital assets				(3,482,739)		3,482,739		•		•
Current year funds used for tangible capital assets		1,354,824				(1,354,824)		•		•
Contributed tangible capital assets		(86,387)		,		86,387				
NBV of tangible capital asset disposals		262,958				(262,958)				
Annual amortization expense		2,624,202				(2,624,202)				
Long term debt repaid (capital)		(1,336,520)				1,336,520				1
Change in accumulated surplus		1,896,023		(759,705)		663,662		1,799,980		7,055,66
Balance, End of Year	69	3,017,823	G	13,546,690	69	87,043,524	69	103,608,037	49	101,808,05

SCHEDULE OF TANGIBLE CAPITAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2017 SCHEDULE 2

	Engineering Structures	Buildings	Equipment	Municipal Land	Land Improvements	Vehicles	72	2017		2016
COST: BALANCE, BEGINNING OF YEAR	\$ 104,116,893	\$ 9,721,342	\$ 3,461,948	\$ 12,608,500	\$ 2,877,378	\$ 2,580,023	\$ 135	135,366,084	69	128,978,537
Acquisition of tangible capital assets	505,989	58,990	308,473	954,150	294,649	92,051	8	2,214,302		6,473,217
Construction-in-progress Disposal of tangible capital assets		(4,693)	(472,836)			(9,615)		(487,144)		(232,921)
BALANCE, END OF YEAR	104,622,882	9,775,639	3,297,585	13,562,650	3,172,027	2,662,459	137	137,093,242		135,366,084
ACCUMULATED AMORTIZATION: BALANCE, BEGINNING OF YEAR	34,365,262	5,896,345	1,763,312		1,011,967	1,751,569	44	44,788,455		42,476,417
Annual amortization Accumulated amortization on disposals	1,897,360	235,591 (4,632)	221,646 (209,939)		92,588	177,017 (9,615)	2	2,624,202 (224,186)	l	2,519,692 (207,654)
BALANCE, END OF YEAR	36,262,622	6,127,304	1,775,019		1,104,555	1,918,971	47	47,188,471	- 1	44,788,455
2017 NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	\$ 68,360,260	\$ 3,648,335	\$ 1,522,566	\$ 13,562,650	\$ 2,067,472	\$ 743,488	\$	89,904,771	₩	90,577,629
2016 NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	\$ 69,751,631	\$ 3,824,997	\$ 1,698,636	\$ 12,608,500	\$ 1,865,411	\$ 828,454	\$	90,577,629		

SCHEDULE OF PROPERTY AND OTHER TAXES FOR THE YEAR ENDED DECEMBER 31, 2017 SCHEDULE 3

		Budget (Note 19)		2017		2016
TAXATION Real property taxes Linear property taxes Government grants in lieu of property taxes	\$	9,674,563 112,873 35,276	\$	9,692,147 108,678 35,276	\$	9,141,880 105,117 33,337
		9,822,712		9,836,101	-	9,280,334
REQUISITIONS Alberta School Foundation Fund Holy Spirit Roman Catholic Separate Regional District Green Acres Foundation	1	1,927,356 287,996 109,729		1,951,834 271,999 108,971		1,830,622 254,764 104,622
		2,325,081	_	2,332,804		2,190,008
NET MUNICIPAL TAXES	\$	7,497,631	\$	7,503,297	\$	7,090,326



SCHEDULE OF GOVERNMENT TRANSFERS FOR THE YEAR ENDED DECEMBER 31, 2017 SCHEDULE 4

	Budget		000000000
	(Note 19)	2017	2016
TRANSFERS FOR OPERATING:			
Federal Government	\$ 1,000	\$ 1,400	\$ 1,400
Canada Day Grant YCW Grant (CLA)	1,500	2,526	603
Young Canada Works Grant	1,500	1,196	1,064
Toding Canada Works Chank			
	2,500	5,122	3,067
Provincial Government			
Community Development - Library	40,000	41,769	41,769
Regional Solid Waste Grant		12,151	170,702
Family Community and Support Services	204,630	204,320	194,104
Fines Distribution	623,700	633,888	377,000
ACP - CPO Regionalization	26,193	32,495	
Flood Relief	11,000	9,842	21,218
Municipal Assistance Grant	260,208	260,208	260,208
STEP Grant	2,267	2,059	13,597
Municipal Sustainability Operating Grant	199,153	199,153	257,980
Police Officer Grant (POG)	100,000	100,000	100,000
Wastewater Grant		165,814	-
Emergency Management Training	2,500	4,664	
	1,469,651	1,666,363	1,436,578
Other Local Governments			
Town of Picture Butte - CPO	60,570	62,084	
Town of Coalhurst - CPO	92,615	92,615	
Village of Barons - CPO	15,000	15,000	
City of Lethbridge Policing			3,612
Lethbridge County - Fire Agreement	340,587	340,587	330,667
Lethbridge County - Library Contribution	35,200	35,264	35,264
	543,972	545,550	369,543
Total operating transfers	2,016,123	2,217,035	1,809,188
TRANSFERS FOR CAPITAL: Federal Government			
Provincial Government			
ACP - CPO Regionalization	157,000	142,600	
Federal Gas Tax Program	500,000		357,676
Municipal Sustainability Capital	581,000	99,447	1,720,132
Transportation Grant	500,000		426,969
Total capital transfers	1,738,000	242,047	2,504,777
TOTAL GOVERNMENT TRANSFERS	\$ 3,754,123	\$ 2,459,082	\$ 4,313,965

SCHEDULE OF EXPENSES BY OBJECT FOR THE YEAR ENDED DECEMBER 31, 2017 SCHEDULE 5

TOWN OF COALDALE

	-	Budget (Note 19)	 2017		2016
CONSOLIDATED EXPENSES BY OBJECT					
Salaries, wages and benefits	\$	5,586,199	\$ 5,342,674	\$	4,522,944
Contracted and general services		3,347,345	3,440,186		2,654,986
Purchases from other governments		1,574,317	1,522,120		1,461,696
Materials, goods and utilities		2,278,197	2,572,453		1,879,510
Transfers to local boards and agencies		406,495	423,388		403,401
Bank charges and short term interest		2,250	6,057		2,940
Interest on long term debt		401,692	349,140		245,290
Amortization of tangible capital assets		-	2,624,202		2,519,692
Loss on disposal of tangible capital assets		-	22,201		28,678
Other expenses		112,850	 92,788		119,982
	\$	13,709,345	\$ 16,395,209	\$_	13,839,119



		SCHEDULE OF SEGMENT DISCLOSURE FOR THE YEAR ENDED DECEMBER 31, 2017 SCHEDULE 6	EAR E	SCHEDULE OF SEGMENT DISCLOSURE OR THE YEAR ENDED DECEMBER 31, 20 SCHEDULE 6	DISC	LOSURE ER 31, 201	_					
		Protection	Re	Recreation and Culture	4	Planning	Trans and En	Transportation and Environmental	Government	1	Sonsol	Consolidated
REVENUES Taxation Sales of services and regulatory fees Government transfer (Schedule 4) Other	₩	344,018 1,536,877 205,302	₩	- 430,365 84,214 156,691	49	- 1,590,605 289,445 301,911	₩	4,275,140 90,028 184,252	\$ 7,503,297 31,444 216,471 713,082	*	7,5 6,6 1,5	7,503,297 6,671,572 2,217,035 1,561,238
		2,086,197		671,270		2,181,961	4	4,549,420	8,464,294	4	17,9	17,953,142
EXPENSES Salaries and benefits Goods and services Interest and bank charges Other		1,150,255 1,717,570 629 109,258	,	1,510,558 490,078 9,760 584,148		154,034 559,834 66,887 81,284	- 0 -	1,607,247 2,068,486 275,929 1,410,065	920,580 484,775 1,992 567,638	0 10 01 0	5,3	5,342,674 5,320,743 355,197 2,752,393
Amortization		113,450		428,930				2,041,696	40,126	ا سا	2,6	2,624,202
ОТНЕВ		3,091,162		3,023,474		862,039		7,403,423	2,015,111	_	16,3	16,395,209
Government transfer for capital (Schedule 4)		142,600		99,447						1	2	242,047
Net Surplus (Deficit)	49	(862,365)	\$	(2,252,757)	₩.	1,319,922	\$ (2	(2,854,003)	\$ 6,449,183	es	1,7	1,799,980

SCHEDULE OF SEGMENT DISCLOSURE FOR THE YEAR ENDED DECEMBER 31, 2016 SCHEDULE 6 A

		Protection	Re	Recreation and Culture	۵	Planning	Transportation and Environmental		General	ŏ	Consolidated
REVENUES Taxation	€9		49		₩		€9	↔	7,090,326	69	7.090.326
Sales of services and regulatory fees		83,245		415,107		640,009	3,943,615		39,209		5,121,185
Government transfer (Schedule 4)		1,092,705		93,697		105,345	152,635		364,806		1,809,188
Other		171,905		124,608		134,378	2,854,437		1,083,973		4,369,301
		1,347,855		633,412		879,732	6,950,687		8,578,314		18,390,000
EXPENSES Salaries and benefits		668 666		1356354		144 404	1 401 085		100		1 500 044
Goods and services		1 563 659		253 517		188 818	1 500 376		601,000		446,044
Interest & bank charges		684		10,100		0,00	1,509,570		4 407		4,110,002
Other		87 606		712 406		70 740	128,002		1,421		240,231
Amortization		97,000		282,688		9,749	1,227,293		324,516		2,431,570
		2500		202,000			756,000,2		910,14		2,519,692
		2,410,663		2,715,164		412,971	6,400,512		1,899,809		13,839,119
ОТНЕВ											
Government transfer for capital (Schedule 4)				73,882			2,430,895				2,504,777
Net Surplus (Deficit)	49	\$ (1,062,808)	\$	\$ (2,007,870)	69	466,761	\$ 2,981,070	↔	6,678,505	49	7,055,658

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Town of Coaldale are the representations of management prepared in accordance with Canadian public sector accounting standards for local governments established by the Public Sector Accounting Board of the Canadian Chartered Professional Accountants. Significant aspects of the accounting policies adopted by the Town of Coaldale are as follows:

a) Reporting Entity

The financial statements reflect the assets, liabilities, revenues, expenditures, changes in fund balances and change in financial position of the reporting entity. The entity is comprised of the Town operations plus all of the organizations that are owned or controlled by the Town and are, therefore, accountable to the Town Council for the administration of their financial affairs and resources.

The schedule of taxes levied also includes requisitions for education, health, social and other external organizations that are not part of the Town reporting entity.

The statements exclude trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances have been eliminated.

b) Basis of Accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purpose of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

c) Use of Estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the reported date of the financial statements, and the reported amounts of revenue and expenditure during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Inventories

Inventories of materials and supplies for consumption are valued at the lower of cost or net realizable value with cost determined by the average cost method.

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping and leveling charges. Related development costs incurred to provide infrastructure such as water and wastewater services, roads, sidewalks and street lighting are recorded as physical assets under their respective function.

e) Investments

Investments are recorded at amortized costs. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

f) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the Change in Net Financial Assets for the year.

i. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	YEARS	
Engineering Structures	5-75	
Buildings	25-50	
Equipment	5-40	
Municipal Land	N/A	
Land Improvements	15-45	
Vehicles	10-40	

Assets under construction are not amortized until the asset is available for productive use.

ii. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

iii. Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

iv. Cultural and Historical Tangible Capital Assets

Works of art for display are not recorded as tangible capital assets but are disclosed.

g) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of tangible capital assets, rates for amortization and estimated employee benefits.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these statements. Actual results could differ from these estimates.

h) Government Transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

i) Tax Revenue

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. For property taxes, the taxable event is the period for which the tax is levied. As taxes recorded are initially based on management's best estimate of the taxes that will be received, it is possible that changes in future conditions, such as reassessments due to audits, appeals and court decisions, could result in a change in the amount of tax revenue recognized. Taxes receivable are recognized net of an allowance for anticipated uncollectable amounts.

Requisitions operate as a flow through and are excluded from municipal revenue.

j) Contaminated Sites Liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

	CACH AND TEMPODADY INVESTMENTS			
2.	CASH AND TEMPORARY INVESTMENTS		2017	 2016
	Petty cash Operating account ATB Financial 31 Day Notice 1.70% ATB Financial 60 Day Notice 1.75% ATB Financial 90 Day Notice 1.80% ATB Financial Savings account prime less 1.90% Community Centre account	\$	750 8,888,152 1,837,783 2,036,106 3,224,668 7,543 4,008	\$ 750 7,510,568 1,813,852 2,008,674 3,179,770 106,099 4,008
		\$	15,999,010	\$ 14,623,721
	Operating account earning interest at the rate of prime less 1	.759	6.	
3.	TAXES AND GRANTS IN LIEU RECEIVABLES			
			2017	 2016
	Current taxes and grants in lieu Arrears taxes	\$	60,484 453,352	\$ 46,500 483,865
		\$	513,836	\$ 530,365
4.	INVESTMENTS			
		_	2017	 2016
	ATB Financial non-redeemable GIC maturing on November 21, 2019 earning interest at the rate of 2.92% BNS non-redeemable GIC maturing Nov 29, 2019 @ 2.02% Funds in Trust at lawyer for land purchase	\$	109,027 1,003,320 -	\$ 102,920
		\$	1,112,347	\$ 2,231,920
5.	DEFERRED REVENUE		2017	2016
	Birds of Prey Community Services Grants Disaster Services Training Grant Downtown Mural Federal Gas Tax 2016 Prepaid Property Taxes Regional Solid Waste Grant 2015 ACP Grant - CPO Regionalization Natural Playground Sustainability Capital Grant 2016 Wastewater Grant Transportation Grant 2015 Transportation Grant 2016 Unearned Revenue Recreation (Class)	\$	16,785 9,297 2,993 4,000 445,975 90,230 - 52,669 24,040 795,945 17,506 1,942 343,095 2,200	\$ 16,785 9,297 3,108 4,000 37,008 82,972 12,151 - - 885,668 - 1,942 339,306 21
		\$	1,806,677	\$ 1,392,258

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

5. DEFERRED REVENUE (continued)

Transportation Grant

Funds will be used to support local infrastructure needs as determined by the Town in accordance with the funding agreement.

Sustainability Capital Grant

Funds will be used towards various building projects plus the development of a new industrial park within the Town. These projects need to be approved before commencement.

Federal Gas Tax Fund

Funds will be used to support local infrastructure needs as determined by the Town in accordance with the funding agreement.

6. EMPLOYEE BENEFIT OBLIGATIONS

	-	2017	 2016
Vacation, Banked and Admin Time	\$	286,796	\$ 250,664

The vacation, banked and admin liability are for time that employees are deferring to a future year.

7. LONG-TERM DEBT

		2017	-	2016
Tax supported debentures	\$	2,582,237	\$	3,349,243
Supported by utility rates		279,010		848,524
		2,861,247		4,197,767
Operating debentures	-	1,495,903		41,075
	\$	4,357,150	\$	4,238,842

The current portion of long-term debt amounts to \$282,431 (2016 - \$438,583).

Interest on long-term debt amounted to \$349,140 (2016 - \$245,290).

The Town's total cash payments for interest in 2017 were \$389,281 (2016 - \$254,998).

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

7. LONG-TERM DEBT (continued)

Principal and interest repayments are due as follows:

	 Principal	 Interest	 Total
2018	\$ 282,431	\$ 183,374	\$ 465,805
2019	291,871	173,934	465,805
2020	301,803	164,003	465,806
2021	305,666	153,553	459,219
2022	309,718	142,914	452,632
Thereafter	 2,865,661	 486,366	 3,352,027
	\$ 4,357,150	\$ 1,304,144	\$ 5,661,294

Debenture debt is repayable to Alberta Capital Finance Authority and bears interest at rates ranging from 2.788% to 6.250% per annum, before Provincial subsidy, and matures in periods 2021 through 2033. The average annual interest rate is 5.3690% for 2017 (5.6498% for 2016). For qualifying debentures, the Province of Alberta rebates 60% of interest in excess of 8%, 9% and 11% to a maximum annual rate of 12.5%, depending on the date borrowed. Debenture debt is issued on the credit and security of the Town of Coaldale at large.

During the year, no debentures were issued by Alberta Capital Finance Authority to the Town of Coaldale.

The Town of Coaldale took out at loan at ATB purchase land for future development at prime minus 0.25% As of Decemberr 31, 2017 the rate was 3.20%.

8. DEBT LIMITS

Section 217 of the Municipal Government Act requires that debt and debt limits as defined by regulation for the Town of Coaldale be disclosed as follows:

	 2017	 2016
Total debt limit Total debt	\$ 26,800,133 4,357,150	\$ 23,093,182 4,238,842
Total Debt Under Limit	\$ 22,442,983	\$ 18,854,340
	 2017	 2016
Service on debt limit Service on debt	\$ 4,466,689 465,805	\$ 3,848,864 660,695
Total Under Service on Debt Limit	\$ 4,000,884	\$ 3,188,169

The debt limit is calculated at 1.5 times revenue of the Town (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds taken alone does not represent the financial stability of the Town. Rather, the Town could be at financial risk if further debt is acquired. The calculation are guidelines used by Alberta Municipal Affairs to identify financial statements and must be calculated as a whole.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

9. CONTAMINATED SITES LIABILITY

The Town has adopted PS3260 Liability for Contaminated Sites. The Town did not identify any financial liabilities in 2017 (2016 - nil) as a result of this standard.

10. EQUITY IN TANGIBLE CAPITAL ASSETS

	_	2017	_	2016
Tangible capital asset cost (Schedule 2) Accumulated amortization (Schedule 2) Long-term debt (Note 7)	\$	137,093,242 (47,188,471) (2,861,247)	\$	135,366,084 (44,788,455) (4,197,767)
	\$	87,043,524	\$	86,379,862

11. ACCUMULATED SURPLUS

Accumulated surplus consists of unrestricted and restricted amounts and equity in tangible capital assets as follows:

	_	2017	-	2016
Unrestricted surplus	\$	3,017,823	\$	1,121,800
Restricted surplus				
Tax rate stabilization		4,941,504		4,731,987
Future capital expenditures		8,605,186		9,574,408
Equity in tangible capital assets (Note 10)		87,043,524	_	86,379,862
	\$	103,608,037	\$	101,808,057

12. SEGMENTED INFORMATION

The Town of Coaldale provides numerous services to its citizens. For management reporting purposes these services are separated into departments for tracking purposes. The main departments are as follows:

Protection

This segment includes regional policing costs as per agreement with the RCMP, plus fire and rescue services for the Town and a portion of the County. Municipal emergency acts as the agent of Council to carry out its statutory powers and obligations under the Emergency Management Act. This department prepares and coordinates the Municipal Emergency Plan and related plans and programs. Bylaw services include management, administration and operation of regulatory and safety services. The primary function of this department is to administer and operate municipal bylaws and health and safety programs.

Recreation and Culture

This segment includes all the parks, recreation services and other cultural services. All these services provide recreation and leisure services to the Town's citizens and those from the surrounding areas.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

12. SEGMENTED INFORMATION (continued)

Planning

This segment's function is to steward effective land use and orderly growth of the Town in order to sustain and enhance the quality of life for both current and future citizens of Coaldale.

Transportation and Environmental

This segment includes transportation and environmental user protection. This department provides drinking water, collecting and treating of wastewater and collecting, disposal of solid waste, plus the management of storm water. The Town is working diligently to reduce the amount of solid waste being collected and reducing the amount of storm water leaving the Town. This department also maintains the road systems throughout the Town.

General Government

This segment includes Council expenditures and administration costs required to operate the Town of Coaldale. Included in this segment are election costs and costs that are associated with completing the census (population).

13. SALARY AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected Town officials, the Chief Administrative Officer and Designated Officers as required by Provincial regulation are as follows:

			2017	2016
	Salary (1)	Benefits & Allowances (2) & (3)	Total	Total
Mayor Craig	\$ 33,464	\$ 6,693 \$	40,157 \$	37,933
Councillors:				
Chapman	21,579	2,357	23,936	25,282
Duda	16,232	1,837	18,069	23,679
Martens	17,032	4,438	21,470	25,748
Van Rijn	16,232	3,308	19,540	23,226
Abrey	20,479	6,287	26,766	24,911
Hohm	20,479	6,287	26,766	24,911
Pauls	4,246	734	4,980	
Lloyd	4,246	915	5,161	
Simpson	4,246	1,108	5,354	
Chief Adminstrative Officer	146,922	44,735	191,657	151,004
Designated Officers (2)	251,544	60,568	312,112	287,200
	\$ 556,701	\$ 139,267	\$ 695,968 \$	623,894

- (1) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.
- (2) Employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan (CPP), employment insurance (EI), health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short term disability plans, professional memberships, and tuition.
- (3) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances and club memberships.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

14. LOCAL AUTHORITIES PENSION PLAN

Employees of the Town participate in the Local Authorities Pension Plan (LAPP), which is covered by the Alberta Public Sector Pension Plans Act. The Plan serves about 253,862 people and 417 employers. The LAPP is financed by employer and employee contributions and by investment earnings of the LAPP Fund.

The Town is required to make current service contributions to the Plan of 11.39% of pensionable earnings up to the Canada Pension Plan year's maximum pensionable earnings and 15.84% on pensionable earnings above this amount. Employees of the Town are required to make current service contributions of 10.39% of pensionable salary up to the year's maximum pensionable salary up to the year's maximum pensionable salary and 14.84% on pensionable salary above this amount.

Total current service contributions by the Town to the Local Authorities Pension Plan in 2017 were \$371,354 (2016 - \$308,364). Total current service contributions by the employees of the Town of Coaldale to the Local Authorities Pension Plan in 2017 were \$341,474 (2016 - \$283,225).

At December 31, 2016, the Plan disclosed an actuarial deficiency of \$637 million.

15. COMMITMENTS

The Town has entered into various contracts whereby third party agencies provide services to the community on behalf of the Town of Coaldale. These fee for service contracts vary in length and terms.

a) RCMP - Municipal Police Service Agreement

On January 1, 2016, the Town entered into a Municipal Police Service agreement with the RCMP to provide policing in the Town with an expiry date of March 31, 2032. As part of the agreement, the Town will pay 100 per cent of the cost of providing the service.

b) Lethbridge Regional Water Services Commission

A contract to provide water to the Town started in 2001 and expires January 30, 2030.

c) Trans Alta

The Town entered into an energy aggregation program on January 1, 2014 and it expires December 31, 2018.

d) Lethbridge County - Fire Agreement

The Town and the County of Lethbridge have reached an agreement to provide services to the County of Lethbridge. This agreement expires December 31, 2020. Twelve months notice must be given to terminate the contract.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

15. COMMITMENTS (continued)

e) RMW Consulting Inc.

The Town entered into a garbage and recycling agreement that started October 1, 2012. The agreement expires September 30, 2019.

16. CONTINGENCIES

The Town is a member of the Alberta Municipal Insurance Exchange (MUNIX). Under the terms of the membership, the Town could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

The Town is the defendant in two lawsuits arising from two separate events. Management is of opinion, based on the information presently available, that it is unlikely that any liability, to the extent not provided for through insurance or otherwise, would be material in relation to the Town's financial position.

17. FINANCIAL INSTRUMENTS

The Town's financial instruments consist of cash and temporary investments, taxes and grants in lieu receivables, trade and other receivables, investments, accounts payable and accrued liabilities, deposit liabilities, and long term debt. It is management's opinion that the Town is not exposed to significant interest or currency risks arising from these financial instruments.

The Town is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Town provides services may experience financial difficulty and be unable to fulfill their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk.

Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

18. TRUSTS UNDER ADMINISTRATION

The Town acts as a trustee for a number of third parties, holding assets which include cash and temporary investments, and administering them on their behalf. Amounts held in trust at year-end are as follows:

	2017		 2010
Communities in Bloom Friends of the Arena Community Fest Mural Fund	\$	23,397 11,757 1,430 4,080	\$ 4,841 37,876 4,191 4,037
	\$	40,664	\$ 50,945

2017

2016

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

19. BUDGET FIGURES

Budgeted information was prepared under the modified accrual method. This note provides a reconciliation between the approved budget figures and the budget figures disclosed in the financial statements.

EVOCAO OF BEVENIUE	_	2017
OVER EXPENSES	\$	3,143,076
Add: Transfer to capital projects from reserve		1,904,000
Add: Transfer from reserve to operations		1,876,719
Add: Transfer to capital projects from operations		68,000
Add: Debenture for capital projects		0
Less: Capital expenditures		(3,642,000)
Less: Debt repayment		(1,431,664)
Less: Transfer from operations to reserve	_	(1,918,325)
Budget deficit	\$ _	(194)

The budget as stated in the financial statements has been modified as required over the course of the year.

20. COMPARATIVE FIGURES

Certain prior year figures have been reclassified to conform to current year's presentation.

21. APPROVAL OF FINANCIAL STATEMENTS

Council and management have approved these financial statements.

Town of Coaldale

Unaudited Statistical Information

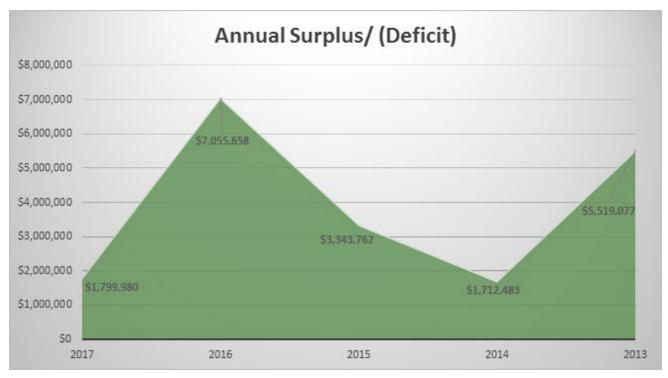


TOWN OF COALDALE Debt Limit

As at Dec 31, 2013 - 2017

	As	at D	ec 31, 20)13 -	2017						
	(in tl	ne t	housand	s of c	lollars)						
			2017		2016		2015		2014		2013
Total debt limit		\$	26,800	\$	23,093	\$	22,101	\$	19,903	\$	23,123
Total debt			4,357		4,239		4,654		5,088		5,561
Total Debt Under Limit	_	\$	22,443	\$	18,854	\$	17,447	\$	14,815	\$	17,562
Service on debt limit		\$	4,467	\$	3,849	\$	3,684	ç	3,317	\$	3,854
Service on debt		·	466		661	·	661	·	702	·	765
Total Under Service on Debt Limit	_	\$	4,001	\$	3,188	\$	3,023	\$	2,615	\$	3,089
	As	at D	ec 31, 20	013 -	2017						
	(in tl	ne t	housand	s of c	lollars)						
			2017		2016		2015		2014		2013
Tax supported debentures		\$	2,582	\$	3,349	\$	3,670	\$	4,014	\$	4,358
Supported by utility rates			279		849		930		1,008		1,123
	_	\$	2,861	\$	4,198	\$	4,600	\$	5,022	\$	5,481
Capital debt received asset not yet acquired			0		0		0		0		2
Operating debentures			1,496		41		54		66		78
		\$	4,357	\$	4,239	\$	4,654	\$	5,088	\$	5,561
	_										
Per Capita Long-Term Debt		\$ 5	30.37	\$ 5	63.25	\$ 6	18.39	\$ (675.99	\$ 7	738.91
Debt Charges as a % of Expenses		2.	13%	1.	.77%	1.	96%	2	.19%	2	.26%



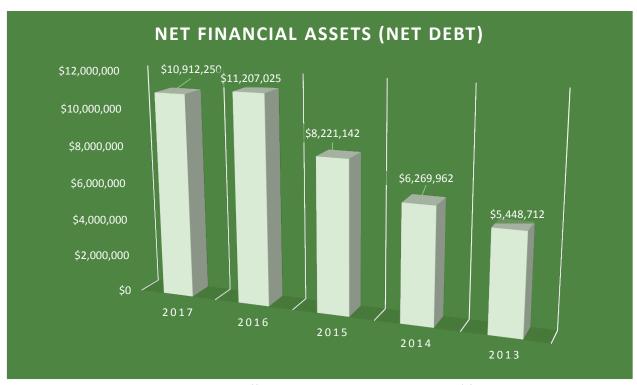


Annual Surplus (Deficit) is reflected in the Statement of Operations and reports the annual surplus (deficit) from the government's operations in the accounting period.



The Accumulated Surplus is calculated as the sum of the net debt of the government and its financial assets. This indicator represents the net assets of the government.





Net Financial Assets is calculate as the difference between the governments' financial assets and its liabilities, it provides a measure of the future revenues required to pay for past transactions and events.



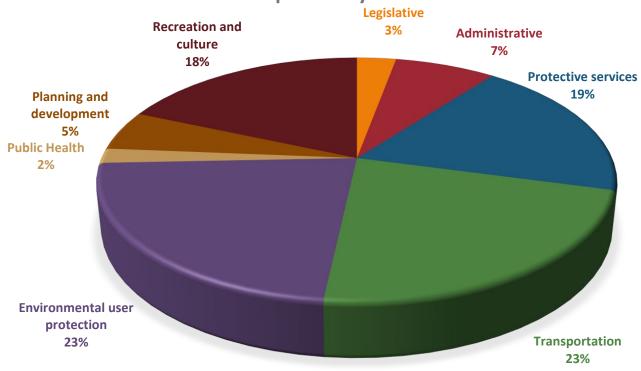
Consolidated Operating Expenses by Function

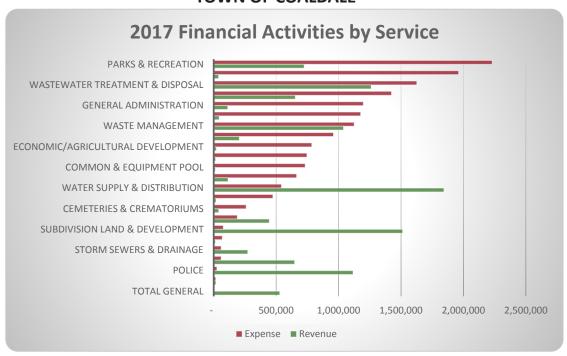
For the Years Ended December 31, 2013 - 2017

(in thousands of dollars)

Expenses by Function		2017		2016		2015		2014		2013
Legislative	\$	473	\$	438	\$	363	\$	412	\$	335
Administrative		1223		1150		835		1058		1062
Protective services		3091		2411		3258		3070		2807
Transportation		3694		3130		2866		2889		3260
Environmental user protection		3709		3270		3287		2942		3088
Public Health		319		312		283		245		269
Planning and development		862		413		345		199		365
Recreation and culture		3023		2715		2491		2500		2293
Total	\$ 1	6,395	\$ 13	3,839	\$ 13	3,729	\$ 13	3,315	\$ 13	3,479

2017 Expenses by Function





2017 Financial Activities by Function As at December 31, 2017

	Revenue	Expense
Taxation	\$ 7,503,297	\$ -
Parks & Recreation	723,959	2,229,884
Public Transit	38,850	1,961,205
Wastewater Treatment & Disposal	1,260,686	1,625,554
Fire	653,700	1,423,283
General Administration	111,912	1,197,813
Roads, Streets, Walks, Lighting	43,247	1,176,817
Waste Management	1,038,503	1,124,800
Family & Community Support	204,320	958,996
Economic/Agricultural Development	21,050	785,200
Disaster & Emergency Services	14,506	746,484
Common & Equipment Pool	12,912	732,712
Culture: Libraries, Museums, Halls	114,929	663,179
Water Supply & Distribution	1,842,969	542,131
Council Other Legislative	18,333	473,494
Cemeteries & Crematoriums	39,768	259,335
Bylaws Enforcement	445,050	188,682
Subdivision Land & Development	1,512,933	76,839
Other	12,151	68,838
Storm Sewers & Drainage	272,484	59,994
Land Use Planning, Zoning, & Development	647,978	59,607
Police	1,115,542	24,862
Other Recreation & Culture	17,450	15,500
Total General	528,660	-
Total Revenues and Expenses	\$ 18,195,189	\$ 16,395,209

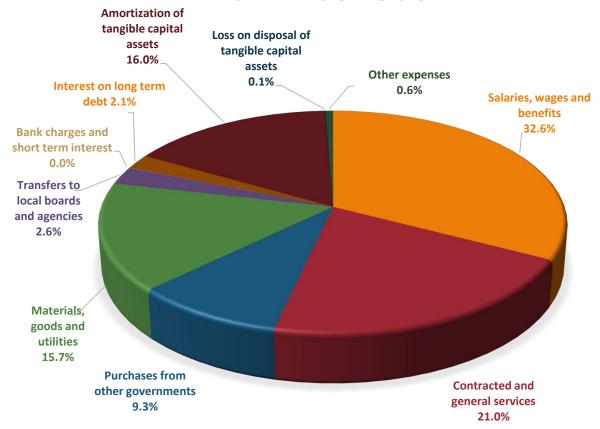
Consolidated Operating Expenses by Object

For the Years Ended December 31, 2013 - 2017

(in thousands of dollars)

Expenses by Object	2017	2016	2015	2014	2013
Salaries, wages and benefits	\$5,343	\$4,523	\$3,729	\$4,025	\$3,977
Contracted and general services	3440	2655	2593	2180	2549
Purchases from other governments	1522	1462	2354	2360	2115
Materials, goods and utilities	2572	1880	1921	1683	1809
Transfers to local boards and agencies	423	403	357	348	369
Bank charges and short term interest	6	3	3	3	2
Interest on long term debt	349	245	268	292	304
Amortization of tangible capital assets	2624	2520	2425	2403	2324
Loss on disposal of tangible capital assets	22	29	4	0	0
Other expenses	93	120	75	20	30
Total	\$16,395	\$13,839	\$13,729	\$13,315	\$13,479

2017 EXPENSES BY OBJECT



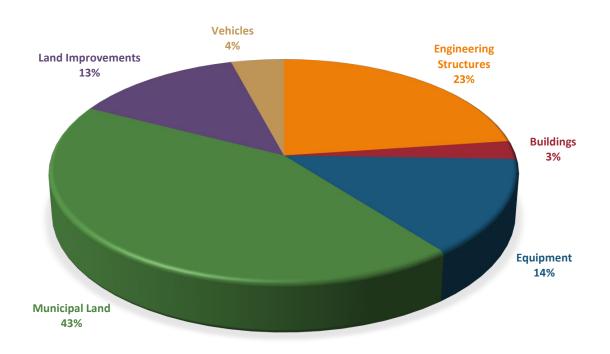
Capital Expenditures

For the Years Ended December 31, 2013 - 2017

(in thousands of dollars)

	2017	2016	2015	2014	2013
Engineering Structures	\$ 506	\$ 5,449	\$ 3,691	\$ 1,866	\$ 3,546
Buildings	59	1	9	20	546
Equipment	308	427	207	145	448
Municipal Land	954	182	59	1217	46
Land Improvements	295	330	90	83	225
Vehicles	92	232	115	28	58
Total	\$ 2,214	\$ 6,620	\$ 4,171	\$ 3,359	\$ 4,869

2017 CAPITAL EXPENDITURES



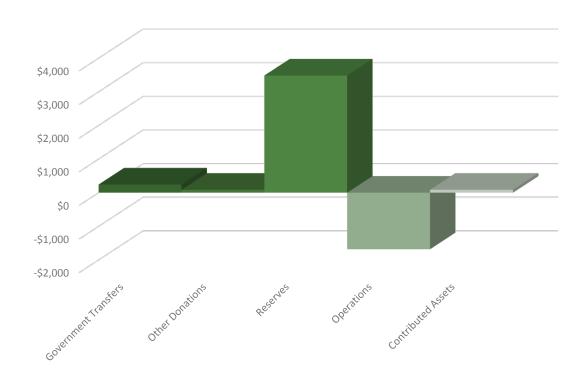
Capital Expenditures Sources of Financing

For the Years Ended December 31, 2013-2017

(in thousands of dollars)

	2017	2016	2015	2014	2013
Government Transfers	\$242	\$2,505	\$1,593	\$1,509	\$1,408
Debentures	-	-	-	-	311
Other Donations	86		84	67	391
Reserves	3,483	1,064	1,335	1,451	172
Operations	-1,682	57	415	82	412
Contributed Assets	86	2,995	745	250	2,175
Total	\$2,214	\$6,620	\$4,171	\$3,359	\$4,869

Capital Expenditures Sources of Financing



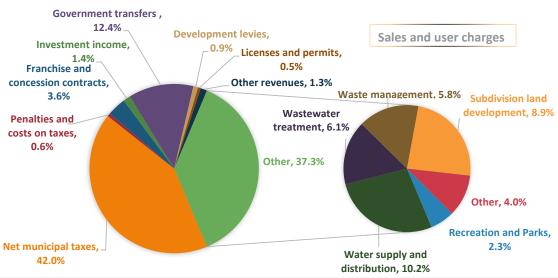
Consolidated Revenues by Source* For the Years Ended December 31, 2013 – 2017

(in thousands of dollars)

Revenues by Source	2017	2016	2015	2014	2013
Net municipal taxes	\$7,503	\$7,090	\$6,671	\$6,308	\$5,931
sales and user charges**	6672	5121	4871	4060	5485
Penalties and costs on taxes	105	116	122	100	109
Franchise and concession contracts	640	649	658	472	369
Investment income	250	249	127	175	108
Government transfers	2217	1809	1835	1568	2078
Development levies	160	103	154	202	702
Licenses and permits	94	91	101	115	102
Net gain of sale of tangible capital assets	0	17	0	38	24
Other revenues	225	149	194	231	508
Total Revenue - before other	17867	15395	14734	13269	15416
Government transfers for capital	242	2505	1593	1759	1408
Total Revenue	\$ 18,109	\$ 17,900	\$ 16,327	\$ 15,028	\$ 16,823
**Sales and User Charges	2017	2016	2015	2014	2013
Water supply and distribution	\$1,831	\$1,620	\$1,642	\$1,428	\$1,440
Wastewater treatment	1092	1012	1012	914	929
Waste management	1036	1010	955	885	857
Subdivision land development	1591	640	410	112	1586
Other	713	445	486	395	361
Recreation and Parks	409	394	366	325	311
Total	\$6,672	\$5,121	\$4,871	\$4,060	\$5,485

^{*}Includes Operating and Capital Sources of Revenue

Revenues by Source

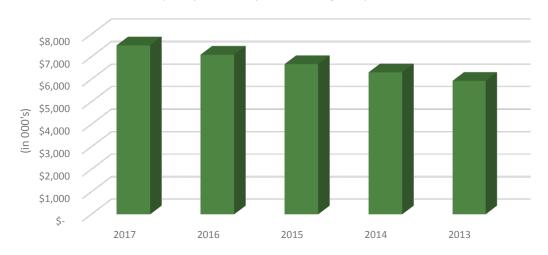


Property Tax Levy (excluding Requisitions)

(in thousands of dollars)

<u>Taxation</u>	 2017	2016	2015	2014	2013
Residential Land and Improvements including Farm Land Non-Residential	\$ 6,578	\$ 6,230	\$ 5,929	\$ 5,666	\$ 5,327
Land and Improvements	\$ 812	\$ 751	\$ 626	\$ 531	\$ 478
Machinery and Equipment	\$ -	\$ -	\$ 3	\$ 3	\$ 22
Linear Property	\$ 109	\$ 105	\$ 109	\$ 104	\$ 100
Railway	\$ 4	\$ 4	\$ 4	\$ 4	\$ 3
Total Property Tax Levy	\$ 7,503	\$ 7,090	\$ 6,671	\$ 6,308	\$ 5,931

Property Tax Levy (excluding Requisitions)



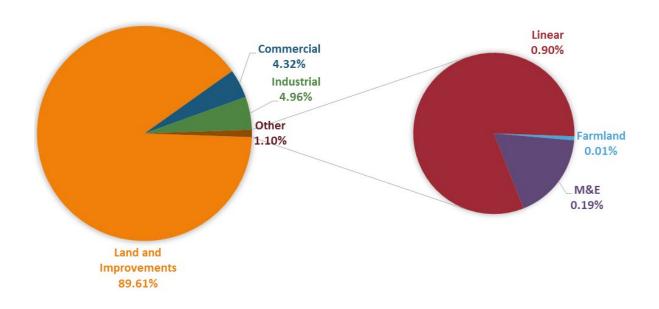
Municipal Tax Rates - MILLS*

	2017	2016	2015	2014	2013
Residential	8.0711	7.9518	7.9518	8.0411	7.8803
Non-Residential	10.2409	10.0896	10.0896	9.8918	9.6978

^{*}Information obtained from Mill rate Bylaws from 2013-2017

TOWN OF COALDALE

TOTAL PROPERTY ASSESSMENTS



Total Property Assessments

(in thousands of dollars)

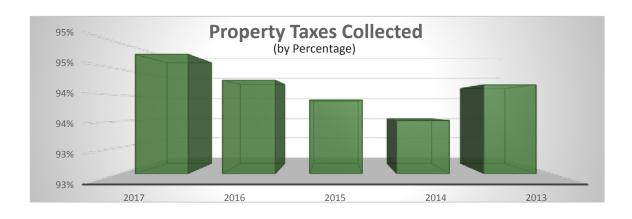
	2017	2016	2015	2014	2013
Residential					
Land and Improvements	\$ 802,325	\$ 771,334	\$ 735,362	\$ 695,667	\$ 668,793
Farmland	82	91	95	101	106
Non-Residential					
Commercial	38,684	36,740	26,825	26,018	24,345
Industrial	44,410	42,145	37,311	31,654	27,437
M&E	1,742	1,847	1,905	1,912	1,734
Linear	8,065	8,167	8,225	7,966	7,624
Exemptions					
Exempt	103,837	98,377	88,916	85,094	81,833
Total Property Assessments	\$ 999,145	\$ 958,701	\$ 898,640	\$ 848,411	\$ 811,873

Taxes and Grants in Place of Taxes Receivable

As at December 31, 2017

(in thousands of dollars)

	2017	7	:	2016		2015		2014		2013
Current taxes and grants in lieu	\$	60	\$	47	\$	65	\$	52	\$	31
Arrears Taxes		453		484		469		489		435
TOTAL	\$	514	\$	530	\$	534	\$	542	\$	466
Total Municipal, Education and Seniors Taxes Levied	\$ 9	,836	\$	9,280	\$	8,765	\$	8,355	\$	8,027
		95%		94%		94%		94%		94%
Property Taxes Collected (by percentage)										
	2017	7	7	2016		2015		2014		2013
Taxes Levy Amounts	\$ 9,836,	,101	\$ 9	,280,334	\$ 8	,764,855	\$ 8	,354,825	\$ 8	,027,282
Total Taxes Receivable	513	3,836		530,365		534,050		541,763		465,848
Percentage Collected	94	.78%		94.29%		93.91%		93.52%		94.20%



Principal Corporate Taxpayers (alphabetical order)

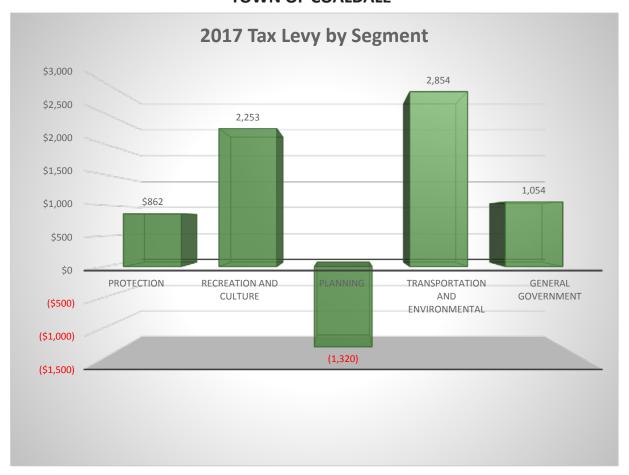
Adora Kitchens Ltd. Inland Screwpiling Ltd

Bethel Windows & Doors ITB - Intercontinental Truck Body

Coaldale Food Market Nutrisource Inc.

Coaldale Home Hardware Building Centre Société Immobilière Confort Plus

TOWN OF COALDALE



Tax Levy by Segment (in thousands of dollars)

	2017	2016	2015	2014	2013
Protection	\$862	\$1,063	\$1,951	\$2,024	\$1,960
Recreation and Culture	2,253	2,008	1,845	1,753	948
Planning	-1,320	-467	-373	-265	-1,997
Transportation and Environmental	2,854	-2,981	-189	539	-907
General Government	1,054	412	95	545	407
Total	\$5,703	\$35	\$3,328	\$4,596	\$412

RESERVES

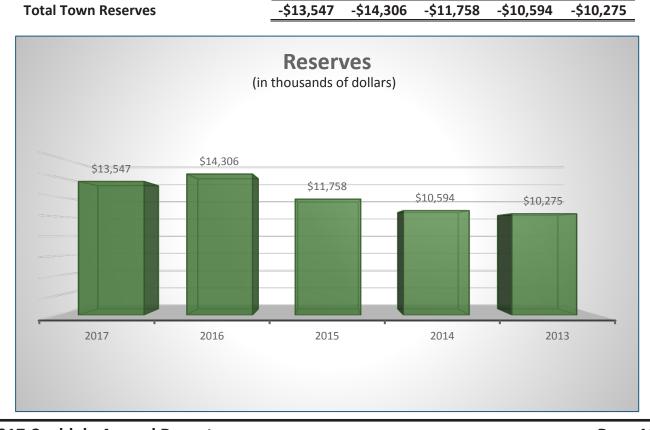
As at December 31, 2013-2017

(in thousands of dollars)

Operating Reserve Account	2017	2016	2015	2014	2013
Annexation	-\$5	-\$60	-\$60	-\$60	205
Admin Op.	-1,456	-1,171	-561	-310	-285
Police Future Operations	-232	-292	-245	-4	-4
Victims Assist - Transfer Surplus	-1	-1	-1	-1	-1
By-Law & Emergency Services		0	0	-5	-5
Safety Program	-62	-53	-53	-41	-30
Water Allocation	-250	-385	-380	-380	-368
Cemetery	-214	-184	-219	-205	-177
General Operating Reserve	-673	-1,434	-1,421	-1,499	-1,264
2017 Profit	-650	0			
General Operating Reserve Ind. Lot Sales	-1,112	-920	-521	-747	-1,887
Gym Memberships	-6	-4 - 5 c	-3	-0	
Library	-45	-56	-38	-25	-32
Total Operating Reserves	-\$4,707	-\$4,559	-\$3,502	-\$3,277	-\$4,054
Cash Reserve Account					
Publice Reserve Trust	-\$64	-\$64	-\$64	-\$64	-\$64
AMPLE/ALET	-4	-4	-4	-4	-4
Employee Benefits - Clarica Demuntual	-102	-102	-102	-102	-102
Community Centre Separate Acct	-4	-4	-4	-4	-4
Total Cash Reserves	-\$174	-\$174	-\$174	-\$174	-\$174
Capital Reserve Account					
General Infrastructure Capital	-\$251	\$0			
Electrical Franchise Fee	-282	-833	-763	-581	-449
Admin Capital	-226	-304	-46	-78	-72
Fire Reserve	-1,816	-1,405	-1,022	-905	-766
Ambulance Vehicle & Equipment	-9	-52	-240	-230	-227
By-Law Vehicle	-116	-62	-25	-10	-8
Comm. Serv. Cap	-234	-228	-236	-248	-171
Comm. Serv. Vehicle Reserve					-32
Streets Reserve	-456	-553	-500	-457	-355
Development Fees - Streets	-355	-639	-741	-677	-601
Storm Sewers & Drainage					
	-356	-737	-731	-656	-548
Off-Site Levies - Storm Sewer	-356 -310	-737 -430	-731 -415	-656 -388	-548 -348
Off-Site Levies - Storm Sewer Water Supply & Distribution	-310 -233	-430 -231		-388 -106	-348 -106
Water Supply & Distribution Water Distribution	-310	-430 -231 -91	-415 -124 -231	-388 -106 -186	-348 -106 -141
Water Supply & Distribution Water Distribution Off-Site Levies - Water	-310 -233 -41 -390	-430 -231 -91 -607	-415 -124 -231 -588	-388 -106 -186 -556	-348 -106 -141 -513
Water Supply & Distribution Water Distribution Off-Site Levies - Water Final payment for pipeline	-310 -233 -41 -390 0	-430 -231 -91 -607 -97	-415 -124 -231 -588 -97	-388 -106 -186 -556 -97	-348 -106 -141 -513 -97
Water Supply & Distribution Water Distribution Off-Site Levies - Water Final payment for pipeline Sewer Lift Station	-310 -233 -41 -390	-430 -231 -91 -607 -97	-415 -124 -231 -588 -97 -5	-388 -106 -186 -556 -97 -5	-348 -106 -141 -513 -97 -5
Water Supply & Distribution Water Distribution Off-Site Levies - Water Final payment for pipeline	-310 -233 -41 -390 0	-430 -231 -91 -607 -97	-415 -124 -231 -588 -97	-388 -106 -186 -556 -97	-348 -106 -141 -513 -97

Reserves continued

-367	-485	-467	-436	-394
0	-3	-3	-3	-3
-36	-128	-83	-63	-53
-62	-62	-62	-62	-62
-122	-47	-37	-37	-37
-325	-310	-20	-17	-21
-163	-205	-89	-93	-56
-4	-19	-15	-9	-18
-54	-39	-24	-15	-10
-463	-357	-190	-151	-110
-54	-44	-29	-20	-15
-29	-26	-7	-4	-9
-58	-47	-32	-27	-22
-25	-25	-20	-15	-10
-100	-90	-80	-70	-60
-63	-38	-20	-10	0
-\$8,666	-\$9,573	-\$8,082	-\$7,143	-\$6,046
	0 -36 -62 -122 -325 -163 -4 -54 -463 -54 -29 -58 -25 -100 -63	0 -3 -36 -128 -62 -62 -122 -47 -325 -310 -163 -205 -4 -19 -54 -39 -463 -357 -54 -44 -29 -26 -58 -47 -25 -25 -100 -90 -63 -38	0 -3 -3 -36 -128 -83 -62 -62 -62 -122 -47 -37 -325 -310 -20 -163 -205 -89 -4 -19 -15 -54 -39 -24 -463 -357 -190 -54 -44 -29 -29 -26 -7 -58 -47 -32 -25 -25 -20 -100 -90 -80 -63 -38 -20	0 -3 -3 -3 -36 -128 -83 -63 -62 -62 -62 -62 -122 -47 -37 -37 -325 -310 -20 -17 -163 -205 -89 -93 -4 -19 -15 -9 -54 -39 -24 -15 -463 -357 -190 -151 -54 -44 -29 -20 -29 -26 -7 -4 -58 -47 -32 -27 -25 -25 -20 -15 -100 -90 -80 -70 -63 -38 -20 -10



Planning and Development

The Town of Coaldale is a growing community. With the assistance of the Oldman River Regional Services Commission (ORRSC), the Planning and Community Development department reviews and processes all forms of municipally administered planning and development proposals and applications. All work undertaken by the department and service providers such as ORRSC is in compliance with the hierarchy of plans/regulations such as the Town's Land Use Bylaw, Municipal Development Plan, Intermunicipal Development Plan, the South Saskatchewan Regional Plan, the Municipal Government Act, and the Alberta Land Stewardship Act.

Department staff provides information, interpretation, and guidance to stakeholders regarding subdivision, planning, development and design matters for all private and municipally owned land within the Town of Coaldale's corporate limits.

2017

Development Permits

2016

Comparison of the last 5 years

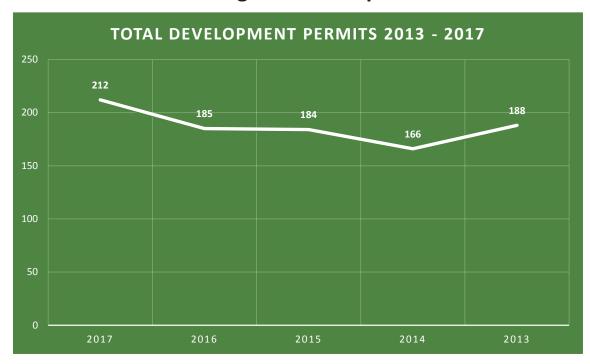
2015

2014

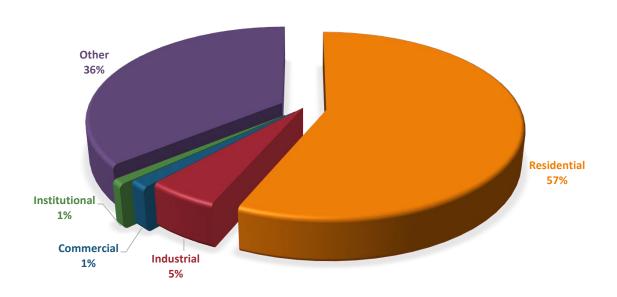
2012

	2017	2016	2015	2014	2013
Type of Development Application	# of Permits				
Single Detached Dwelling	52	44	66	53	43
Semi-Detached Dwelling	0	1	1	1	2
Residential Addition or Renovation	59	48	46	29	45
Manufactured Home	8	12	3	8	10
Multi-Family Development (3 or More)	1	0	0	1	0
Industrial	11	3	3	5	2
Commercial	3	3	1	3	2
Institutional	2	0	1	0	0
Home Occupation	20	32	12	15	31
Sign	39	32	29	16	20
Change of Use	7	5	7	7	17
Demolition	7	5	6	7	5
Other	3	0	9	12	11
Total Development Permits	212	185	184	166	188
Number of New Dwelling Units	95	58	71	67	57

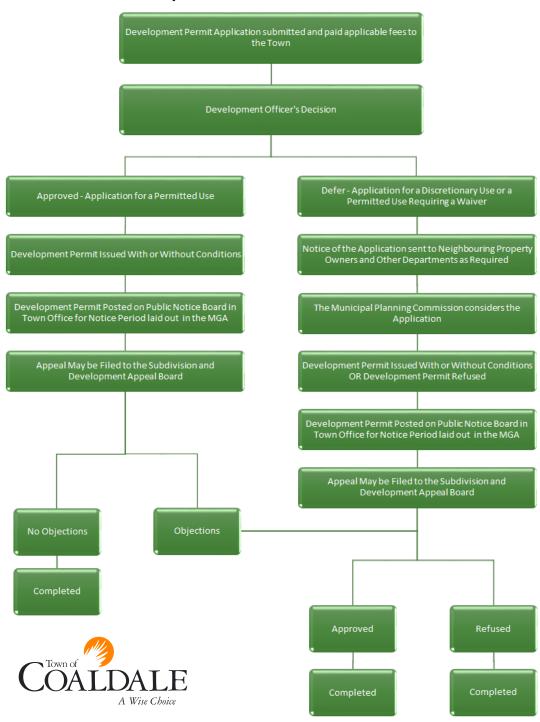
Planning and Development



DEVELOPMENT PERMITS 2017



Planning and Development Development Permit Process



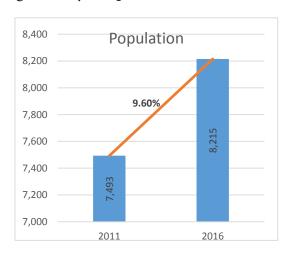
Demographics and Statistical Information Census Information

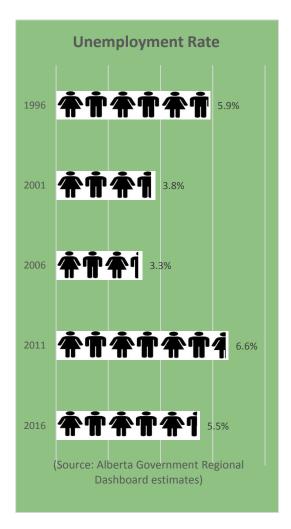


Age	Male	Female
0 – 14	1,005	905
15 – 19	250	225
20 – 39	1,055	1,065
40 – 60	990	980
60 – 80	680	735
80+	155	175

(Source: Statistics Canada)

The 2016 Census has the Town of Coaldale population at 8,215 and growing. Since the last Federal Census in 2011, when the population was 7,493, the Town's population has grown by 9.6 per cent.





The 2016 Census also noted the median age in Coaldale is 36. The workforce, ages 15 to 64, numbers 5,035. The school population, ages 5 to 19, is 1,700 and the senior population, 65 and older is 1,280.

Demographics and Statistical Information

Statistics Town of Coaldale

	2017	2016	2015	2014	2013
Population (Source: Alberta Municipal Affairs)	8215	8215	7526	7526	7526
Total Area of Municipality (Hectares) (Source: Alberta Municipal Affairs)	798.5	798.5	798.5	798.5	798.5
Length of all Open Roads Maintained (Kilometers) (Source: Alberta Municipal Affairs)	73.66	73.66	71.37	71.12	70.62
Water Mains Length (Kilometers) * (Source: Alberta Municipal Affairs)	63.88	63.88	61.4	60.99	60.99
Wastewater Mains Length (Kilometers) * (Source: Alberta Municipal Affairs)	69.96	69.95	68.15	66.93	66.84
Storm Drainage Mains Length (Kilometers) (Source: Alberta Municipal Affairs)	24.26	24.26	21.59	20.72	18.72
Total Full-Time Municipal Positions (Source: Alberta Municipal Affairs)	43	43	37	42	45
Number of Dwelling Units (Source: Town of Coaldale Development Figures)	3316	3221	3163	3090	3027

^{*} Effective in 2008, reporting for water mains and wastewater mains includes: municipality owned systems, service providers, co-ops, regional systems and other types of service delivery.



