



Town of
COALDALE
A Wise Choice



2020 Annual Report
For the Year Ended December 31, 2020
Coaldale, Alberta, Canada



Town of
COALDALE
A Wise Choice



Town of Coaldale
1920 – 17 Street
Coaldale, AB, T1M 1M1
www.coaldale.ca / 403-345-1300

The 2020 Annual Report was prepared by the Corporate Services Department. A special thanks to all staff involved for their contributions.

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Message from the Mayor



Town Council is once again very proud to present Coaldale's 2020 Annual Report. With the global pandemic, 2020 was far from a typical year in our municipality or any other in Canada. We salute all of the front-line workers and business owners that persevered during such trying circumstances and recognize that many people have profoundly been affected during this time. With sound stewardship of our finances, Coaldale was able to react appropriately to the challenges that Covid-19 presented, which gave us the ability to cushion some of the financial impacts felt by residents and local businesses.

The enhanced financial reporting within the Annual Report is meant to inform the reader of Coaldale's overall financial health and to demonstrate what a vibrant and growing community they have chosen to live, work and play. This report takes significant time and effort to produce and we are fortunate to have the human and financial resources to do so. Coaldale's 2018 and 2019 Annual Reports have received the Canadian Award for Financial Reporting which really attests to the accountability and transparency Council so strongly believes in. Ultimately, we believe this report will receive similar accolades in due time.

This past year, we saw the substantial completion of Coaldale's Fire Hall, as well as the 100% federally funded RCMP detachment building. These new facilities will surely increase service delivery and efficiency once Coaldale and District Emergency Services and the RCMP fully occupy them. We acknowledge that our strong relationship with Lethbridge County contributed to our ability in making the addition and renovation to the Fire Hall possible. To support the volunteers of Coaldale and District Emergency Services, Council implemented a property tax incentive, which was also extended to businesses that provide paid release time for their employees to serve on the Fire Department.

"A hidden secret of Coaldale has been our industrial park and expanding business community... This great success has helped diversify Coaldale's tax base, as from 2015 to 2020, Coaldale's non-residential tax base has grown by a combined 72%."

Kim Craig - Mayor

Coaldale continued to move forward with the redevelopment of our downtown, in partnership with a private sector agreement with Shift Real Estate Investments LP. As a result of this partnership, Coaldale's downtown core will see \$3.5 million in private investment for commercial redevelopment. After many years of planning, further redevelopment of Coaldale's downtown core continued as major upgrades to deep services and streetscapes were completed. These upgrades have greatly improved aesthetics and will certainly compliment new commercial development in the near future.

Continuing on our commitment to maintain a high quality of life for residents, Coaldale added approximately 3.3 kilometers of pathways, providing safe and non-vehicular connectivity to all sides of the community. In an era of social distancing, this proved to be a much-welcomed improvement as many residents found a healthy way to enjoy the outdoors.

Early in the 2017-2021 Council term, Council recognized that a continued focus on the quality of educational resources within the community was a key priority. With collaboration and a strong partnership between the Town of Coaldale and Palliser School Division, significant efforts were made to bring a new high school (grades 7-12) and grade reconfiguration package to Coaldale. Fortunately, our collaborative efforts were successful, and we were elated to receive confirmation of provincial funding for this project on March 10th, 2021! This funding announcement will allow for the construction of a joint high school and multi-use recreation center in Coaldale. This greatly appreciated investment also signifies the Provincial Government's commitment to Coaldale and surrounding area.



Town of Coaldale Office

“Council imagined a great vision for Coaldale’s future and the dedicated, professional, hardworking employees worked long and hard to implement that vision”

Kim Craig - Mayor

A hidden secret of Coaldale has been our industrial park and expanding business community. For decades many strong and vibrant businesses have been operating and growing in the industrial park and those businesses have been a tremendous asset to our community! Over the past few years other businesses have recognized the value of locating in Coaldale’s industrial park. This great success has helped diversify Coaldale’s tax base, as from 2015 to 2020, Coaldale’s non-residential tax base has grown by a combined 72%. Thank you to the long-term business community and a welcome to new members!

Storm water management has been a challenge that Council has always been aware of and over many terms in office, attention to finding ways to cope with this problem has been a focus of mine. It’s hard to believe now, but there was a period of time, several years ago, when the provincial government imposed a moratorium on new development in Coaldale until the regional stormwater problem could be addressed. While the execution of a conveyance agreement between Coaldale and St. Mary’s River Irrigation District (SMRID) was a precursor to the lifting of this moratorium, real progress was made when Coaldale, Lethbridge County and SMRID collaborated on a study of the area that has resulted in the Provincial and Federal Governments awarding nearing \$7 million in grants to assist with many improvements in storm water management over the years. Once again in 2020 more grant dollars were awarded due to the diligent work of Town Administration, SMRID and Lethbridge County, Phase 2B of the Malloy Drain project on the south side of Coaldale can soon proceed.

2020 could have been a maintain status quo, wait and see type of reaction to a Global Pandemic. However, Coaldale resiliently forged ahead, taking advantage of low interest rates and low pricing on capital projects, which will position our community to face the coming years on a sustainable footing.

2021 marks the end of Council’s term and it was a period of great progress within the community. Council imagined a great vision for Coaldale’s future, and the dedicated, professional, hardworking employees worked long and hard to implement that vision. Only history will determine the ultimate wisdom of Council’s vision, but I know that all members of Council made decisions on what they truly felt were in the best interests of our great community. It was my great privilege to work alongside of my council colleagues and I wish them and the community great health and success in the future.

Sincerely,



Kim Craig - Mayor

Town Council

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 centres. As Council, our mission is to ensure that Coaldale continues to be a preferred place to live, work and play. Whether you're a developer or business owner seeking the "Coaldale Advantage," a prospective home buyer looking for a friendly neighbourhood, or a couple looking to retire, our community has something for everyone. If you're new to town, or simply visiting for the weekend, we encourage you to stay a little longer.



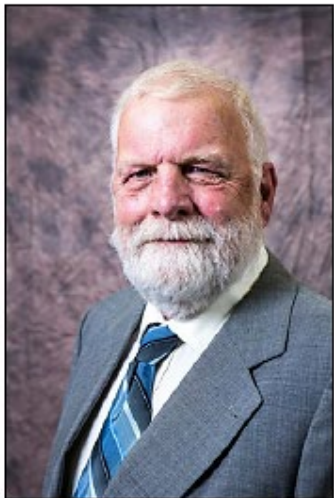
Jacen Abrey



Bill Chapman



Doreen Lloyd



Butch Pauls



Roger Hohm



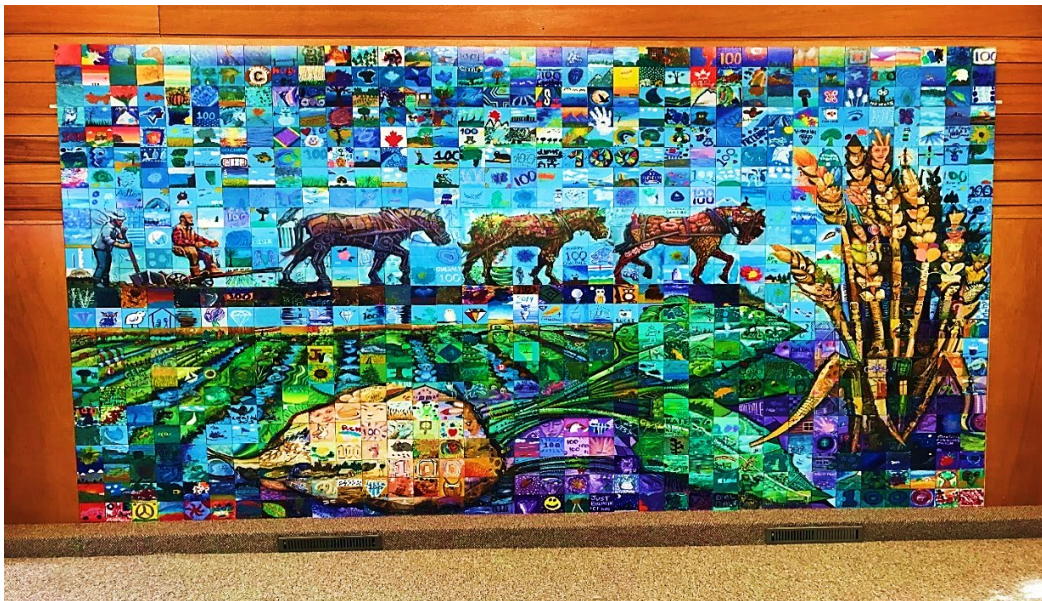
Briane Simpson

The Town of Coaldale has six Councillors and one Mayor, all with a four-year term of office. The next election will be held October 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 with the *Local Authorities Election Act*. Council members are compliant to the guidance of the *Municipal Government Act* (MGA) that provides a broad spectrum of powers and duties for Council members and Administration. Council meetings are held at 5:00 pm on the second and fourth Monday of each month, with the exception of July, August and December.

In October 2020, Council updated the original strategic plan of 2018 and amalgamated the eleven categories into five overarching focus areas:

- **Focus on community safety** - making Coaldale a safe and secure place to live, work and play no matter the season, place or time
 - **Emergency management & preparedness** – be a model community with respect to emergency preparedness and emergency management
 - **Transportation** – invest in transportation initiatives that improve walkability, connectivity and pedestrian and vehicular safety
 - **Fire services** – continue to provide the resources required by Coaldale and District Emergency Services Department to achieve and maintain elite status
 - **Policing** – continue to work with the RCMP to support enforcement services to our residents
- **Focus on livability** – we are a community that is safe, friendly, vibrant, and environmentally conscious; a place where aging in place is possible, where good experiences happen
 - **Recreation** – that Coaldale build recreational capacity by empowering, facilitating, collaborating and leveraging partnership opportunities
 - **Culture and events** – showcase our community through our support for culture and our recognized events
 - **Parks and beautification** – where aesthetics drive commerce through curb appeal and strong first impressions
 - **Education and outreach** – identify and explore educational programming partnerships and opportunities between local schools and various Town departments
 - **Service delivery** – a focus on professionalism and innovation in service delivery
- **Focus on good governance and corporate excellence** – we are a local government that works tirelessly to ensure Coaldale becomes a bastion of best practices, an organization known for corporate excellence
 - **Advocacy** – focus on targeted advocacy with other levels of government to support our strategic goals and long-term interests
 - **Community engagement** - encourage proactive and meaningful engagement
 - **Relationships** – create and maintain strong relationships with our regional neighbors and other levels of government
 - **Performance accountability** – a focus on implementing best practices and professionalism
 - **Providing excellent value for money**

- **Focus on economic health** – we are committed to making Coaldale a vibrant, innovative, and inviting commerce centre and will make bold and strategic decisions that will produce long term dividends for the community
 - **Revitalize downtown** – support infrastructure improvements and business vitality in our downtown core to create economic momentum for the Town
 - **Business retention and health** – our existing businesses fuel our economy and we support them while attracting new businesses
 - **Facilitate private sector initiatives** – we create an environment and processes that set up private sector investments for long term success
 - **Business attraction** – position our Town as the best place to grow a business with a focus on businesses that align with our strategic direction
- **Focus on responsible and responsive growth** – we are proactive and deliberate as we plan our future; we steward our infrastructure in a manner that allows us to simultaneously support, stimulate and fund the growth of our community.
 - **Opportunity readiness and preparedness** – utilize our guiding documents to enable strong decision making when land-use development opportunities arise
 - **Land use planning**
 - **Management of assets**
 - **Invest in core infrastructure**



Library Mosaic

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 *Municipal Government Act* (MGA). The CAO is in charge of ensuring the implementation of Council resolutions and that departmental activities are aligned with Council's policies and strategic direction. The CAO leads the Senior Management Team and leads the implementation of the Town Council's strategic vision for Coaldale.

Message from the Chief Administrative Officer

Thank you for checking out our 2020 Annual Report – the third consecutive year our dedicated finance team has published such an informative work. Much could be said about 2020, but I’ve chosen to focus this year’s write up on the incredible job our Corporate Services team has done to navigate the pressures of 2020 and to place us on solid financial ground for the future.

Property Taxes

Let’s start with property taxes. While Council is the governing body that established the bold and strategic vision to have a 0% tax increase for residential properties for three (3) consecutive years, the Corporate Services Department was the administrative technical arm tasked with creating a plan, without reducing service levels, to make it happen. This was no easy challenge.

While many communities patted themselves on the back for approving a 0% tax increase in 2020 due to ‘unprecedented times’, Coaldale was working earnestly to deliver a 0% increase for the third consecutive year. The pursuit of these operational efficiencies paralleled our implementation of Council’s transformational 2019-2021 Capital Plan. As an organization that is less than “4-percent body fat,” such a balance could only occur through innovation and the identification of efficiencies and cost savings measures. Some of these include:

- Putting out to bid a number of service contracts, including: banking, health benefits, IT services and waste collection;
- Prudent investment management strategies; and,
- Partnerships with non-government organizations, municipal partners and the private sector.

Transparency and Reporting

Another area where significant progress has been made is in the area of financial reporting. Since 2018, the Town’s Corporate Services Department has made financial reporting and transparency an elevated priority. In addition to publishing quarterly financial updates and annual financial reports, they recently launched “Questica Openbook,” an interactive online platform dedicated to providing regular and easy-to-read information about the Town’s projects and finances. While municipalities are required to meet the statutory minimums relative to financial reporting, I can state with confidence and excitement – backed by tangible proof and a desire to continuously improve – that the Town of Coaldale has been consistently exceeding industry standards and is eager to build on our successes in this area in the future.

“While many communities patted themselves on the back for approving a 0% tax increase in 2020 due to ‘unprecedented times’, Coaldale was working earnestly to deliver a 0% increase for a third consecutive year”

Kalen Hastings - CAO

Asset Management

The Corporate Services Department is also making strides in formalizing the Town's Asset Management program. Some early foundational successes in this area include completion of the Town's Infrastructure, Transportation and Municipal Development Plans. In addition, the Town has also been the beneficiary of its second \$50,000 grant from the Federation of Canadian Municipalities to offset the costs associated with Training, Development & Implementation of the above noted technical documents. This Asset Management Program positions us to be 'shovel ready' as grants open up, and ensures that our efforts provide the most return to the citizens of Coaldale.

The highlights I've noted above do not do justice to the incredible amount of effort it has taken corporate services to achieve the results they have in recent years. With the team's continued dedication, expertise, and commitment to the work, Coaldale can be assured of a solid financial future.

Yours in service,



Kalen Hastings, M.A.
Chief Administrative Officer

Senior Management Team

Chief Administrative Officer – Kalen Hastings

Chief Financial Officer, Deputy CAO – Kyle Beauchamp

Director of Planning & Community Development, Deputy CAO – Spencer Croil

Director of Infrastructure & Engineering – Andrea Koester

Director of Operational Services – Justin MacPherson

Fire Chief – Kevin McKeown

Director of Recreation & Community Services – Russ Tanner

Report from the Chief Financial Officer

The 2020 Annual Report for the Town of Coaldale provides clear and transparent information to Town citizens, businesses and other stakeholders, detailing the Town's financial performance for the year. This report also provides insight into some of the Town's innovations and accomplishments for 2020, as well as some of our major financial policies, current economic climate, and future challenges.



"A total of \$9.2 million was invested in tangible capital assets in 2020 (2019 - \$10.8 million)."

Kyle Beauchamp – Chief Financial Officer

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 audited financial statements after the Independent Auditors' Report and financial statements have been presented by the Town's appointed auditor at a public Council meeting.

The financial statements of Town of Coaldale are prepared in accordance with Section 276 of the *Municipal Government Act* (MGA) of the Province of Alberta. These financial statements are representations of management which are prepared in accordance with Canadian Public Sector Accounting Standards. The Town's auditor, Avail LLP, has audited the 2020 financial statements and their Independent Auditors' Report is included in this Annual Report.

Financial Position

The Statement of Financial Position represents the Town's equity as of December 31, 2020. Equity consists of the excess of assets over debt and other liabilities.

Financial Assets

Financial assets represent the Town's liquid assets or assets that can become liquid within a period of one year. This includes cash, investments, accounts receivable and land held for resale. Overall, the Town's financial assets increased from \$31.9 million in 2019 to \$33.4 million in 2020, for a net increase of \$1.5 million. This was largely due to cash and investments increasing by \$4.8 million in 2020, up to a combined total of \$31.2 million. This increase is largely related to an increase in deferred revenue (government transfers for capital expenditures received and not spent as of December 31, 2020) of approximately \$5.7 million. This deferred revenue will be spent in future years as identified in the Town's Capital Plan.

Accounts receivable increased from \$1.6 million in 2019 to \$2.1 million in 2020. In this amount, property taxes receivable increased by \$0.15 million. As part of the Covid 19 relief measures approved by Town Council, the due date for property taxes was deferred from June 30th to

September 30th in 2020. As a result of the deferred deadline, the Town has seen a slight increase in the property taxes receivable as of December 31, 2020. The increase in accounts receivable also relates to accrued interest of \$0.3 million on the Town's cash investments (\$17.6 million). The interest is accruing on these funds at a rate of 2.5% per annum, and is receivable when the related GIC matured in March of 2021. In accordance with Canadian Public Sector Accounting Standards, an allowance for uncollectable accounts receivable must be recorded in the financial statements. This allowance remained unchanged in 2020 at \$0.

Land held for resale has decreased from \$3.8 million to \$0.1 million in 2020. \$1.5 million of land held for resale was sold during the year, and \$2.3 million was adjusted to Other Assets. While this land is still held for resale, the land is expected to be sold within a period that exceeds one year. As a result of this, the land held for resale has been adjusted as a Non-Financial Asset.

Financial Liabilities

Financial liabilities for the Town increased from \$21.6 million in 2019 to \$25.4 million in 2020, for a net increase of \$3.8 million. Deferred revenue has increased by \$5.7 million in the year, to a total balance of \$7.7 million. As previously mentioned, the Town's deferred revenue largely represents government transfers for capital expenditures (otherwise known as capital grants) to which the funds have been received by the Town, but not yet spent on the corresponding capital expenditure. The funds in deferred revenue largely relate to funds received from MSI Capital (\$5.6 million), ACRP Grant Program (\$1 million) and the Federal Gas Tax Fund (\$0.8 million).

Accounts payable and accrued liabilities increased from \$2.5 million in 2019 to \$2.9

million in 2020. This is due to the timing of payments for ongoing capital projects, and an increase in construction holdbacks payable at year-end.

Long-term debt has decreased from \$16.7 million in 2019 to \$14.5 million in 2020. \$0.9 million of the decrease relates to schedule principal repayments on long-term debt. \$1.3 million relates to long-term debt that was paid in full, and refinanced subsequent to December 31, 2020. The refinancing was done to reduce the cost of borrowing associated with the loan.

Net Financial Assets

Net financial assets show the Town's ability to finance activities and to meet liabilities and contractual obligations. It is calculated by deducting financial assets from financial liabilities.

In 2020, net financial assets decreased to \$8.0 million (\$10.2 million in 2019). The decrease of \$2.2 million is largely due to a change in classification of land held for resale. As previously noted, \$2.3 million in land held for resale was recorded as a Financial Asset in 2019. While the land is still held for resale, it is expected that the land will be sold in a period in excess of one year. As a result, \$2.3 million in land held for resale has been classified as a non-financial asset, other assets.

Non-Financial Assets

Non-financial assets consist of tangible capital assets, prepaid assets, inventory held for consumption and land held for sale (expected to be sold in a period exceeding one year). Total non-financial assets increased to \$113.8 million in 2020, compared to \$105.1 million in 2019.

A total of \$9.2 million was invested in tangible capital assets in 2020 (2019 - \$10.8 million).

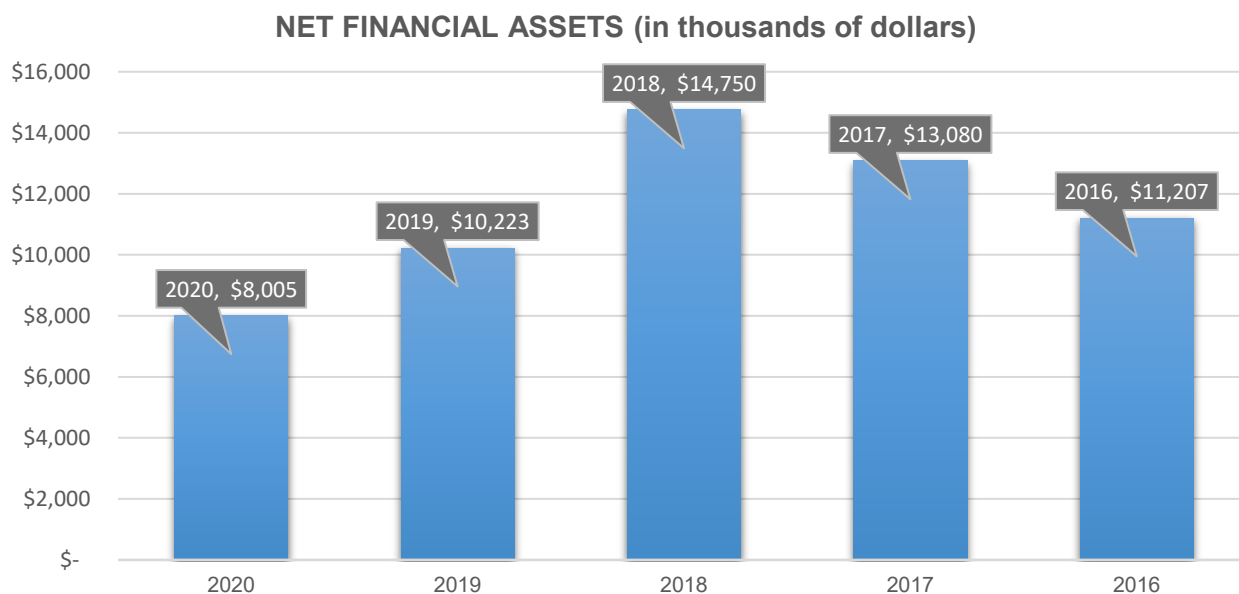
Below is a summary of the top dollar capital projects from 2020:

- Mainstreet Project, \$3.3 million
- Coaldale Firehall, \$1.2 million
- Land acquisitions, \$0.7 million
- Pathways & Trail - Phase 1, \$0.6 million
- NE Industrial Park, \$0.6 million
- 8th Street North, \$0.4 million

- Sewer Lift Station, \$0.3 million
- Street Sweeper, \$0.3 million
- Coaldale pool, \$0.3 million
- SCBA Air Packs, \$0.2 million
- Recreation Centre, \$0.2 million

The additions to tangible capital assets are offset by amortization, which totaled \$2.9 million in 2020 (2019 - \$2.7 million).

Other assets totaled \$3.4 million in 2020 (2019 - \$0.3 million). While \$2.3 million of the increase relates to land held for resale, \$1 million relates to an increase in buildings held for resale.



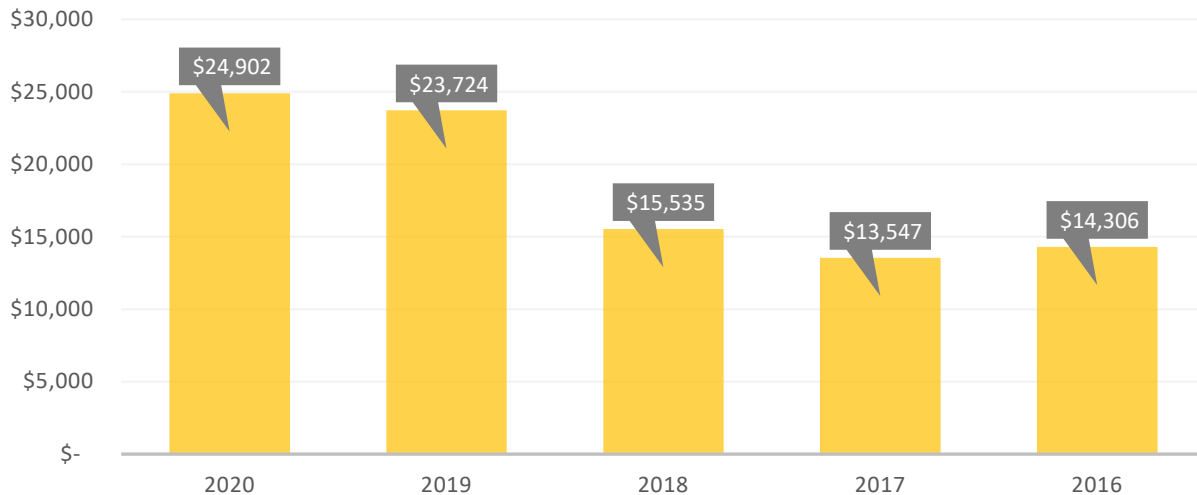
Accumulated Surplus

The accumulated surplus reflects the net economic resources that the Town of Coaldale has built up over time. This consists of unrestricted and restricted surplus and equity in tangible capital assets. Information related to these can be found on Schedule 1 – Schedule of Accumulated Surplus, within the Audited Financial Statement section of this report.

The Town's accumulated surplus grew by 5.61% in 2020 (2019 – 2.26%), up from \$115.3 million in 2019 to \$121.8 million in 2020.

During the year, transfers into and from restricted surplus led to a net increase of approximately \$1.2 million to a year-end figure of \$24.9 million. All changes in restricted surplus are approved by Town Council.

RESTRICTED SURPLUS (in thousands of dollars)



Financial Operations

The Statement of Operations and Accumulated Surplus represents revenues earned by the Town and expenses incurred by providing municipal services.

Revenue

In 2020, the Town of Coaldale had operating revenues of \$19.5 million, compared to \$17.3 million in 2019.

In 2020, the Town realized a large increase in demand for commercial land development in the Town's NE Industrial Park. Land sales increased to \$0.7 million in 2020, compared to \$0.2 million in 2019. The Town is anticipating this revenue to continue to grow in 2021, potentially exceeding \$2.0 million.

Municipal tax revenue increased from \$8.7 million in 2019 to \$9.0 million in 2020. In 2020, Town Council approved a 0% increase to residential and non-residential properties. With a 0% increase in taxes for 2020, the increase relates solely to increased assessment growth in the Town of Coaldale. To ensure a 0% tax rate

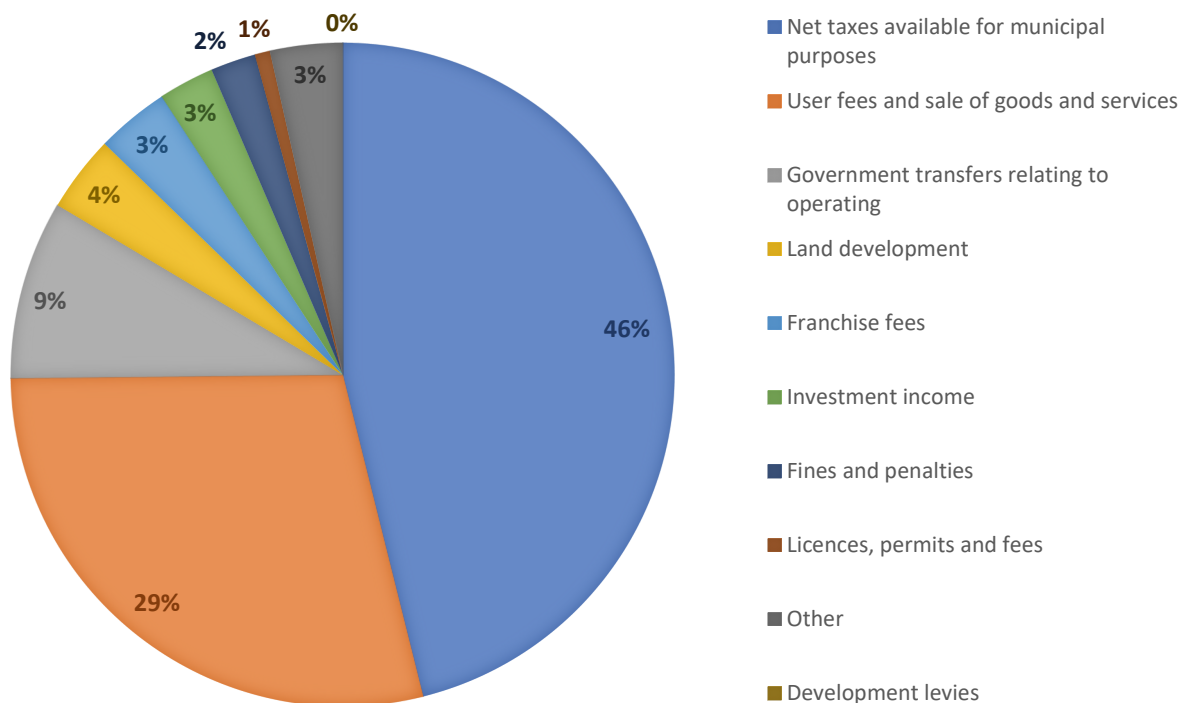
change for 2020, municipal tax rates are adjusted to offset inflationary changes to property values. In 2020, inflation related to non-residential properties was 3.69%, and 0.05% for residential properties. As a result, the municipal tax rate for residential properties decreased by 0.05% and 3.69% for non-residential properties.

User fees and sales of goods and services represents revenue largely from utilities and user fees for public facilities / events (such as the arena, pool, rentals). The net revenue remained largely unchanged from 2019 at \$5.6 million in 2020. Within this balance, revenue from utility charges was \$4.7 million in 2020, increasing from \$4.6 million in 2019. The increase in revenue relates solely to an increase in usage, largely from new growth within the Town of Coaldale. Utility rates did not increase in 2020 from the previous 2019 rates. Also, in 2020, the Town of Coaldale and Lethbridge County signed an Intermunicipal Collaboration Framework, in which Coaldale received increased recreation funding of \$0.1 million (yearly basis). Offsetting these revenue increases, user fee and facility

booking revenue decreased by \$0.2 million in 2020. This decrease in revenue is related to facility closures (arena, pool, community centre, picnic shelter, other) from the Covid-19 pandemic.

Revenue from fines and penalties was \$0.4 million in 2020, decreasing from \$0.7 million. The decrease in this revenue is related to two specific factors. As part of the Covid-19 relief measures, late fees on property taxes were

temporarily reduced in 2020 by approximately 50%. Also, revenue from photoradar and highway traffic fines decreased in 2020. As part of these traffic fines, a portion of the revenue goes to the Town of Coaldale, and a portion is kept by the Government of Alberta. In 2020, the portion of this revenue remaining in the Town decreased 73% in 2019, to 60% in 2020. The volume in traffic tickets was also lower in 2020, largely due to the Covid-19 pandemic and related public health restrictions.



Investment income increased to \$0.5 million in 2020, from \$0.4 million in 2019. In December of 2019, the Town of Coaldale acquired a \$10 million debenture loan for the design and construction of the new recreation facility in Coaldale. With construction of the facility expected to start in 2021, the loan proceeds were invested for a full year to help reduce the associated cost of interest. While investment income increased in the year, it was approximately \$0.1 million lower than previously budgeted. This reduction was due to decreasing investment rates from the Covid-19 pandemic. Pre Covid-19 interest rates were approximately 2.45%. Since the start of the pandemic, these rates have reduced to 0.95%.

Government transfers related to operating totalled \$1.7 million in 2020, increasing from \$0.8 million in 2019. The increase is due to the Municipal Operating Support Transfer, totalling \$0.9 million that was received from the Government of Alberta in 2020. These funds are used to offset reductions in revenue and increasing costs municipalities have faced due to the Covid-19 pandemic.

Government transfers related to capital are funds spent on tangible capital assets. The fluctuation of this revenue often depends on the timing and completion of the capital projects to which the funding is allocated. In 2020, this revenue totalled \$4.1 million and was largely related to the Mainstreet Redevelopment (\$3.3 million), Malloy Phase 2A (\$0.5 million), Firehall Expansion & Renovation (\$0.2 million) and 8th Street North (\$0.1 million). In 2019, revenues totalled \$1.6 million and were related to the 8th Street North, Firehall Expansion and Phase 2A of the Malloy Drain project.

Other revenue (\$0.7 million in 2020, \$0.1 million in 2019) largely consist of gain on disposal of land sold that was previously held as a tangible capital asset by the Town of Coaldale.

Contributed tangible capital assets was \$0.3 million in 2020, compared to \$0.8 million in 2019. This revenue is usually irregular, depending on individual circumstance. The 2020 revenue consists of contributed capital for Eastview Park and Fire & Emergency Services.



Coaldale Main Street

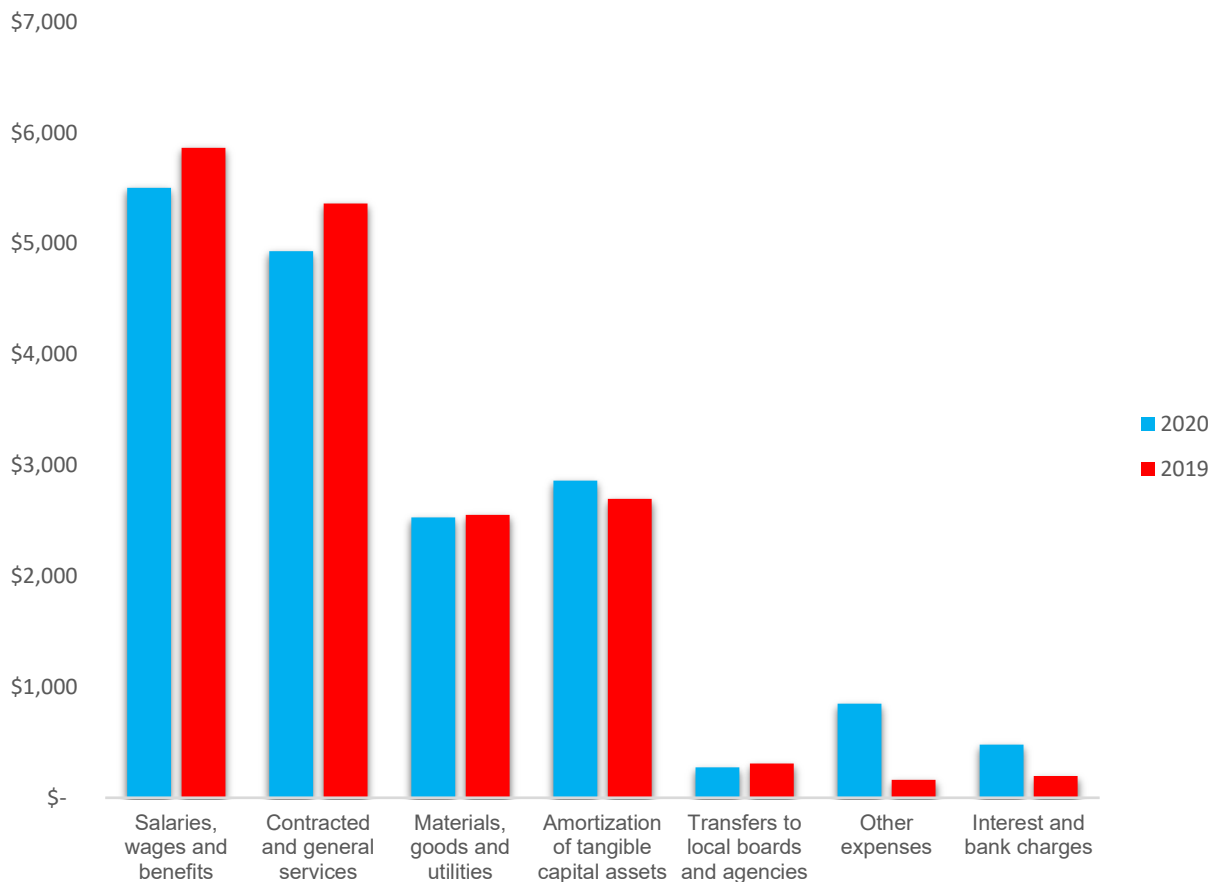
Expenses

Operating expenses increased from \$17.1 million in 2019 to \$17.4 million in 2020.

Due to the Mainstreet Redevelopment project, the previous infrastructure was removed and disposed. As a result, the undepreciated costs associated with roads, sewer, storm and water utilities must be removed from the financial statements as a disposal of tangible capital assets. This is a non-cash expense which totalled \$0.7 million in 2020. This cost has been allocated over Roads, Storm, Water supply and Wastewater in the operating expenses. These combined operating expenses were \$7.1 million in 2020 and \$6.1 million in 2019 for a total increase of \$1.0 million. After factoring out the non-cash expense of \$0.7, the remained of the increase (\$0.3 million) relates to the streetlight enhancement program (115 new street lights were added) and additional costs for the Town's water supply.

Waste management decreased by \$0.3 million in 2020 through lower collection fees associated with a change in contractors for the Town's solid waste collection. Policing, regulatory and emergency management decreased from \$2.4 million in 2019 to \$2.0 million in 2020. The decrease was largely due to staffing vacancies that occurred during 2020. The increase in Fire of approximately \$0.1 million was a result of debt financing costs from the fire hall expansion and renovation, increasing amortization from investment in tangible capital assets, as well as the introduction of the volunteer firefighter tax credit.

2020/2019 EXPENSES BY OBJECT



Land use planning, zoning, development and communications totaled \$1.3 million in 2020, a decrease from \$1.5 million in 2019. The decrease was a result of temporary staffing vacancies in 2020, as well as several projects completed in 2019 which did not occur in 2020. The projects include the Town's infrastructure master plan, website redevelopment and external communications contracting.

Legislation and Administration increased by a net \$0.1 million in 2020. The increase relates to higher information technology costs from replacement of aging computer equipment. The Town also began phase 1 of a new records retention program.

Salaries and wages totalled \$5.5 million in 2020, which was a decrease of \$0.4 million from a total of \$5.9 million in 2019. This decrease was largely due to staff positional restructuring, and a reduction in the seasonal positions as a result of the Covid-19 pandemic.

Contracted and general services decreased by \$0.4 million in 2020, totalling \$4.9 million. While an additional \$0.2 million was invested in 115 additional street lights, this added expenses was offset by a reduction in waste collection services, RCMP policing expense and external engineering services (infrastructure master plan).

The increase in interest and bank charges of \$0.3 million largely relates to the financing costs associated with the debenture loan acquired in December 2019 by the Town, for the design and construction of the new multi-use recreation facility. This increase in interest and bank charges is offset by an increase to the Town's investment income.

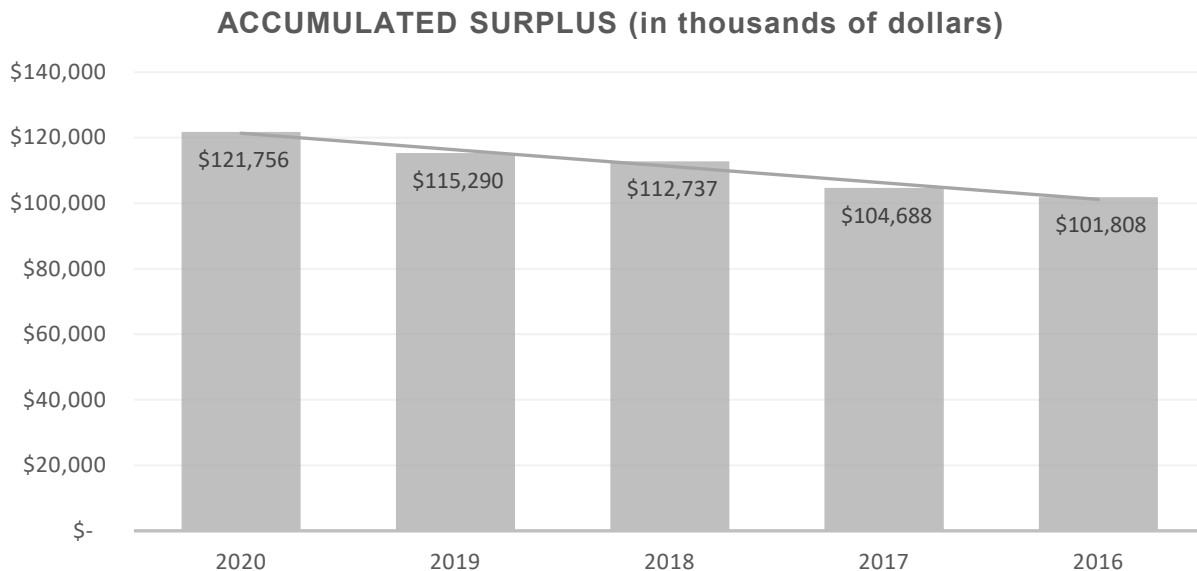
With a significant investment in tangible capital assets over the past two years, amortization expense (non-cash expense) has increased by \$0.2 million, totalling \$2.9 million in 2020. Other expenses have increased by \$0.7 million, however, this is also a non-cash expense related to the disposal of tangible capital assets from the Mainstreet Redevelopment project.



Waterfall – Malloy Storm Pond

Annual Surplus

The Town's annual surplus before other (capital projects) was \$2.0 million for the year, compared to the budgeted deficit \$0.5 million for 2020 and a surplus of \$0.2 million in 2019. When including capital activity, the Town's annual surplus was \$6.5 million for 2020, \$2.4 million in 2019 and budgeted at \$3.8 million for 2020.



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 policies 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*. 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 our prudent and conservative investment practices.

Tendering & 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".

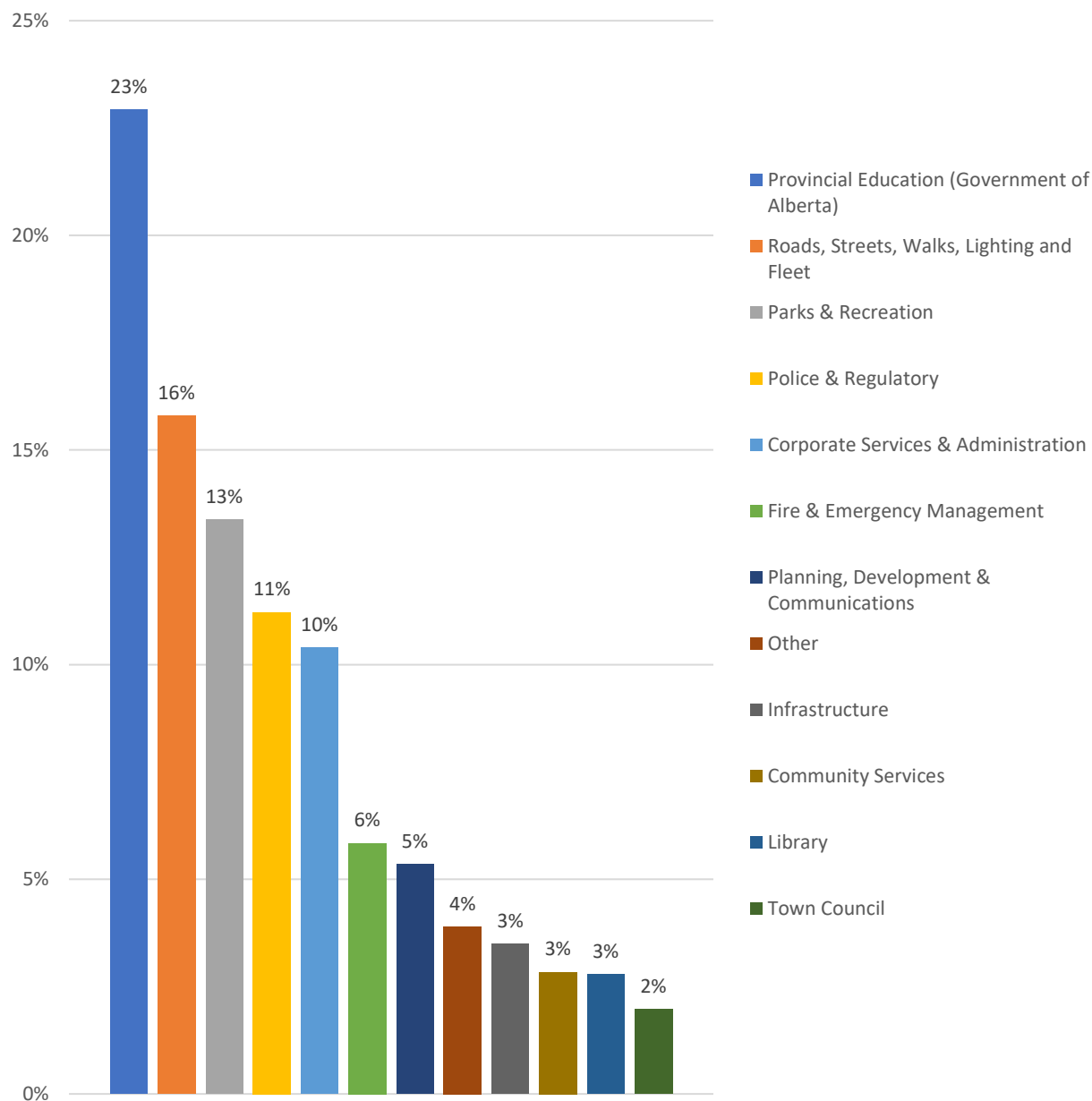
Tangible Capital Assets Policy

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 Canadian Public Sector Accounting Standards (PSAS) 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. 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.



Coaldale Millennium Park

How Were Your Tax Dollars Spent in 2020?



1. Other includes: Facilities, Cemetery, Green Acres and FCSS.

Financial Management Control

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 Town'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.

Accounting

All financial and accounting services fall under the Corporate Services Department. Maximizing information technology allows for tight financial controls and the fulfilment of internal and external reporting requirements. Financial reports are prepared for review by Council and staff. Annual financial statements are prepared by the Corporate Services Department for the annual audit.



Coaldale Entrance Sign

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.

Economic Events

The economic consequences from the Covid-19 pandemic have been significant, with the extent of the consequences possibly yet to be fully known. As we all try to do our part and move forward, the Town of Coaldale implemented the following Covid-19 financial relief measures in 2020:

- Extension of the property tax due date from June 30th to September 30th. This extension saw significant usage, as approximately 40% of residents and businesses in Coaldale took advantage of the deferred due date on property taxes.
- A 0% increase in non-residential municipal property taxes for 2020 and 2021.
- A 0% increase in residential municipal property taxes for 2019, 2020 and 2021.
- A six-month deferral on all penalties related to late payments for utility amounts.
- Reducing late fees on property taxes by 50% after the new September 30th deadline.
- A three-month extension of the due date for 2021 business licenses.

In spite of the challenges from the Covid-19 pandemic, 2020 resulted in plenty of growth and development within the Town of Coaldale, largely centred around Council's commitment to fulfilling the Town's Capital Plan.

- The Town's residential tax assessment base increased by \$23.7 million in 2020, a 2.68% increase over 2019. The non-residential assessment base increased by \$10.4 million in 2020, a 9.12% increase over 2019.
- Demand for commercial development in Coaldale has been significant. Sales increased within the Town's NE Industrial Park in 2020, with a further rise in sales and commercial development expected in 2021.
- An agreement with Shift Real Estate Investment LP was signed for commercial development and expansion along Mainstreet, otherwise known as the Civic Square project. Civic Square will serve as the new location for:
 - commercial office space for prospective enterprise;
 - the Town of Coaldale's administration office building and Council Chambers;
 - community meeting rooms and a large indoor and outdoor gathering space intended to attract people and events to Coaldale's downtown core.
- Completion of the 8th Street North road, which will serve as a key route for necessary transportation through the Town's Industrial Park.
- A total capital investment of \$9.2 million in local infrastructure by the Town of Coaldale, as part of the Town's Capital Plan. \$3.5 million of that invested in the Mainstreet Redevelopment project.
- Agreement reached for further private investment in Coaldale, which will see the Owl's Nest campground re-open as a fully serviced amenity in the summer of 2021.
- 2020 marked the second straight year the Town of Coaldale received the Canadian Award for Financial Reporting for our 2019 Annual Report.

- Implementation of the volunteer firefighter property tax credit. This property tax credit supports those individuals and businesses who have volunteered a specific number of hours towards Coaldale & District Emergency Services.
- The bank prime rate in Canada has dropped from 3.95% pre-Covid, to 2.45%.

Meeting Future Challenges

Covid-19 Recovery

With the Covid-19 pandemic lingering into 2021, the health, social and economic effects of Covid-19 are likely to be long lasting. As a world-wide vaccination program ramps up in 2021, there is growing optimism for a “return to normal” on the horizon.

Municipal Funding

There is an increasing uncertainty of the level of stable financial resources from the Provincial and Federal Government in the future. Amongst these includes:

- Reduction in the Town’s annual MSI Operating funding from approximately \$265,000 in 2020 to approximately \$65,000 in 2021 and forward. Due to the significant growth and development within Coaldale over the previous years, the Town is no longer eligible for additional funding previously received under the MSI Operating program.
- Starting in 2020, the Government of Alberta now collects 40% of all revenue from traffic fines that are issued within the Town of Coaldale, increasing from previous levels of 27%.
- Significant reductions in MSI Capital grant funding will occur in 2022. There is also uncertainty of the future of the MSI grant funding program from the Government of Alberta, which provides capital funding for municipalities in Alberta.
- The Town of Coaldale is the only municipality with a population of 15,000 or less in Canada, that pays 100% of the cost for RCMP policing. Other similar municipalities operate in a cost sharing 70/30 split with the Federal Government. The additional yearly operating cost is approximately \$400,000 for the Town of Coaldale under this inequitable costing model.

To overcome these challenges, it remains a top priority of the Town to focus on diversifying revenue sources, strategic cost sharing partnerships with our various municipal partners, and continue to attract and develop commercial and residential development in Coaldale.

“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.”

Kyle Beauchamp – Chief Financial Officer

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”. Early in 2021, the Town of Coaldale received a \$50,000 grant from the Federation of Canadian Municipalities. This grant funding will help the Town transform our asset management program into a valuable resource for future planning and growth.

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 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.

Conclusion

While 2020 did have its share of challenges, Coaldale remains in a strong and healthy financial position. This is the outcome of many amazing accomplishments across the organization, and I am thoroughly impressed with my colleagues and the resiliency they showed in overcoming the hurdles and struggles of this past year. The diversity, richness and depth of talent that exists on this team have undoubtedly contributed to the success of this year; to which I am very excited for use to continue this momentum into 2021.

Respectfully submitted,



Kyle Beauchamp, CPA, CA
Chief Financial Officer & Deputy CAO
April 26, 2021

Municipal Awards



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

Town of Coaldale
Alberta

For its Annual
Financial Report
for the Year Ended

December 31, 2019

Christopher P. Morill

Executive Director/CEO

Government of Finance Officers Association of the United States and Canada (GFOA) award a Canadian Award for Financial Reporting to Town of Coaldale for its annual financial report for the fiscal year ended December 31, 2019. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficient organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Department Spotlight – Economic Development

Message from the Manager of Economic Development



“Our tremendous economic growth can be tied directly to some of the decisions we’ve made in the past few years; keeping our commercial tax rates low and investing our money into making affordable land available for business, to which this has really started to pay dividends for this community. This is something that everyone in our organization is proud to be a part of.”

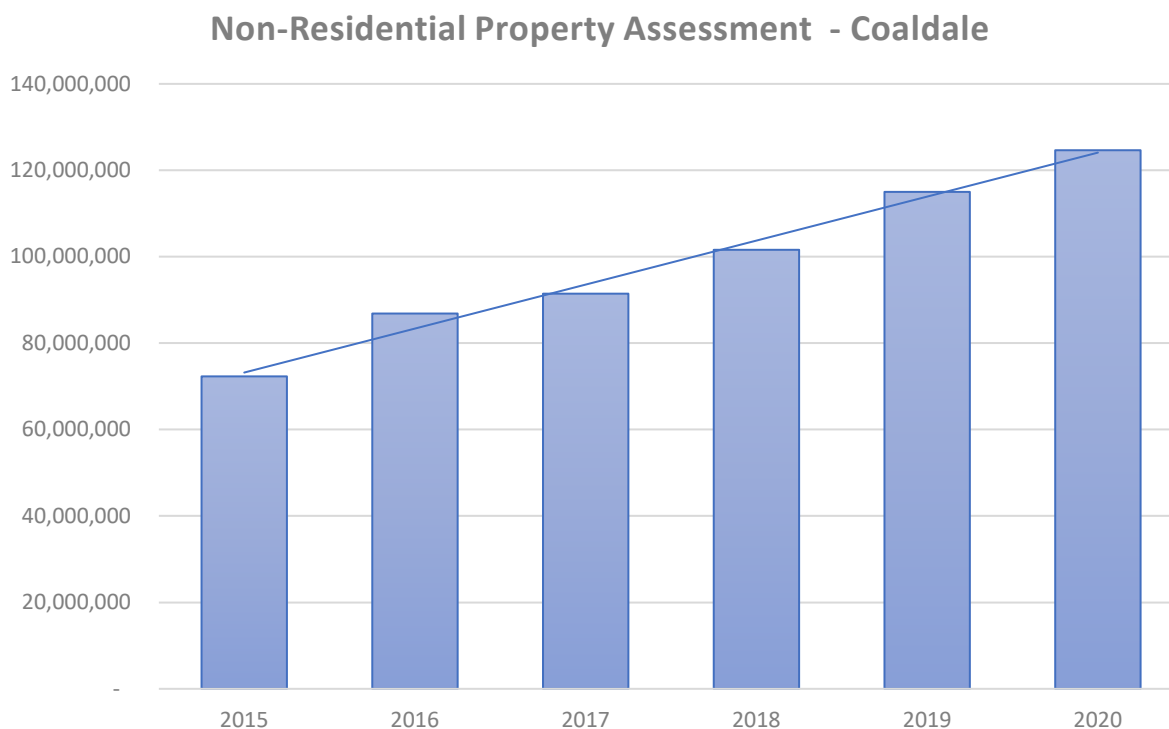
Cameron Mills – Manager of Economic Development

The “Economic Development department” is thrilled to be selected as the department spotlight for the Town of Coaldale’s 2020 Annual Report. The reason I put the term “Economic Development department” in quotations is because we are organized so differently from what you would typically see in the vast majority of other municipalities our size. When I started at the Town approximately two and a half years ago, I was the first in some time to formally take

on an Economic Development role for the Town. Over that time the role has evolved, but one aspect of it has remained constant; the Town of Coaldale doesn’t approach Economic Development as a role in the traditional sense, as a series of tasks that need to be completed. Instead, the Town over the last few years has really embraced Economic Development as a philosophy that permeates every aspect of the Town’s operation. Given that, a big part of my role is facilitating that mindset in order to ensure that Coaldale maximizes its potential in terms of growth and, far more importantly, prosperity.

The year that was 2020 was full of challenges; this statement is likely true for virtually every role in every organization, just as it was true for managing the economic development of a Town in southern Alberta. A year that began with substantial optimism resulting from a very solid 2019 quickly turned into a situation where the organization needed to move quickly to provide support to our residents and especially our business community as the impact of COVID-19 took hold across the province, the country, and the world. I’m proud to say that as a group the entire organization at the Town of Coaldale worked quickly to put new policies and programs in place to support our community in any way that we could. Coaldale was amongst the first communities in the region to recognize that support was required, and moved quickly to provide relief in the form of deferrals to major payments like utility bills and property taxes, as well as ensuring that those that simply couldn’t afford to pay were provided with relief against the usual penalties that are in place for non-payment. We also engaged in innovative programs to help businesses in other ways. We partnered with the Sunny South News to provide free advertising space for local businesses during the initial shutdown periods in order to ensure they had the means to get word out to their

customers about new hours or ways of doing business, while at the same time allowing them to preserve their cash-flows during a very uncertain time. We also worked closely with our emergency services department to ensure that local business had access to the personal protective equipment they needed to keep their businesses operational. Like so many other things we've all experienced over this year, the difficulty and the struggle associated with responding to COVID-19 was equally matched by the truly inspiring resolve of our entire community to work together to support one another through an incredibly difficult time.



One of the things that our department points to over the course of this year, and really over the course of the majority of this current council term, is Coaldale's steady growth not just in terms of population but also in terms of investment into our expanding business community. Over the past few years Coaldale has started the process of repositioning the community away from being viewed as a "bedroom" community (one where people live in Coaldale and work in Lethbridge) and instead shifting towards a model where Coaldale is its own self-sustaining entity providing a true option in the region as a place where people can live and do business. Since 2015 the value of our non-residential properties - which includes commercial and industrial areas, has grown by over \$52,000,000 - and that doesn't take into account the significant new construction that is happening in Town right now. Coaldale has substantially outpaced its peers and neighbouring communities by that metric. Our tremendous economic growth can be tied directly to some of the decisions we've made in the past few years; keeping our commercial tax rates low and investing our money into making affordable land available for business, to which this has really started to pay dividends for this community. This is something that everyone in our organization is proud to be a part of.

One area where we feel we've really helped the Town stand out is in terms of our ability to work with the private sector to make sure high value projects meet their maximum potential. Economic Development has been infused into our major capital projects in a way that has helped them achieve more with less. Our multi-use recreation centre project has been designed to accommodate lease space to allow for uses in the facility like daycare, an indoor children's play space, and a fitness center that are owned and operated within the facility by private sector partners. Doing things this way allows for existing town businesses like Twisted Steel Fitness to continue to grow and prosper in our town, all while they provide an expanded level of customer service to their members within a busy and high-profile new facility. This also means that the centre can be larger than what would have been otherwise possible, providing our growing community the opportunity to get more useful years out of the space. Further, it will also ensure that our operating costs are minimized, which means less

(or no) reliance on tax support to keep the facility operating. We've embraced this partnership model on our new Civic Square space as well. We took a project that the Town has been saving for years, the development of a new Town Hall, and we turned it into a project that meets those needs while also injecting millions of dollars of new private investment and commercial space into our downtown core. The result is a bigger, more useful space without increasing the cost of the project to our residents. It also means that new developers, and new investment dollars, are finding a home in Coaldale; that means more opportunities for Coaldale businesses, more opportunities for residents to enjoy the downtown heart of the community, and more revenue for the Town's operations from these redeveloped spaces (which helps to keep residential taxes down, something we can all appreciate). Other partnership opportunities are also in the works, which should expand the level of Town services while decreasing our operating costs. We look forward to announcing those in the near future.

"We've embraced the partnership model on our new Civic Square space... a project that meets those needs while also injecting millions of dollars of new private investment and commercial space into our downtown core"

Cameron Mills – Manager of Economic Development

I'm so proud to be part of an organization that has achieved so much over the past few years. The entire team's commitment to pursuing prosperity has already paid real dividends. As I look into 2021 and beyond, I will continue to be excited by Coaldale's emerging potential and the opportunity to continue to work alongside members of our growing and vibrant business community.

Sincerely,

Cameron Mills, MBA
Manager of Economic Development

2020 Department Projects & Highlights

Joint Multi-Use Recreation Facility

- Detailed design of the new facility occurred in 2020, with the project to be tendered and construction to start in 2021. Once completed, the 60,000 plus square foot facility will serve as a hub for dry sport recreation in Southern Alberta. More information on this project is available here: <https://www.coaldale.ca/projects/joint-multi-use-recreation-facility-high-school>

Mainstreet Redevelopment

- Re-development of 20th Avenue, between 20th and 17th Street (Mainstreet) was completed. This project included required infrastructure upgrades (road, sewer, water and storm), pedestrian and road safety improvements, upgrades to parking capacity, and aesthetic and other functional improvements. For more detailed information on this project, check out: <https://www.coaldale.ca/main-street-revitalization>

Civic Square

- A development agreement has been reached with Shift Real Estate Investments LP, for the construction of Civic square and additional commercial development in downtown Coaldale. For more detailed information as to what the Civic Square project is, check out: <https://www.coaldale.ca/CivicSquare>

Firehall Expansion & Renovation

- Construction of the firehall expansion was completed in the year, and renovation of the old firehall had started, and completed in 2021. This project represents increasing demand for support from Coaldale & District Emergency Services from our growing community and surrounding area.

Self Contained Breathing Apparatus (SCBA)

- New SCBA equipment was purchased for Coaldale & District Emergency Services. This equipment is worn by our firefighters and provides breathable air in potentially dangerous situations with low air quality.

Pathways & Trails Expansion – Phase 1

- Phase 1 of the project involves expanding on the existing trail network and paving over 3.3 kilometers of pathway in Coaldale, providing safe, non-vehicular connectivity to all sides of the community. Further information on this project can be found here: <https://www.coaldale.ca/PathwaysExpansion>

Fire Hydrant Replacement Program

- Four fire hydrants replaced as part of the Town's annual fire hydrant replacement program.



Tree - Cottonwood

Street Lights

- An additional 115 new street lights were added throughout the Town of Coaldale to help address dark spots at night.

Alley Rebuild Program

- A total of 26 alleys in Coaldale were rebuilt (13 each year) in 2020 and 2019 as part of the Council approved alley rebuilt program.

Street Sweeper

- Purchase of a new street sweeper to replace aging equipment. The new street sweeper has increased capacity and operating power. This will increase the efficiency and effectiveness of street sweeping in Coaldale.

8th Street South Road Rebuild

- Previously degraded road with extensive pothole damage was rebuilt as a new gravel road.

Owl's Nest Campground

- Sale of the Owl's Nest Campground to local residents Jeff and Ronda Nielsen. This significant private investment will result in the re-opening as a fully serviced amenity. Opening of the campground is anticipated for summer of 2021.

8th Street North

- Construction of 8th Street North was completed in the year. This road effectively becomes an "industrial ring road" around Coaldale's Industrial Park. This will help reduce traffic congestion along the intersection of 18th Avenue and Secondary HWY 845.



Coaldale Dog Park

Sewer Lift Station Upgrades

- Construction has started with the necessary upgrades at the Town's Sewer Lift Station. The upgrades will increase the volume capacity of the lift station and the efficiency to which it operates.

Fire Academy with Kate Andrews High School

- Marking the second year of its existence, the Fire Academy program offered at Kate Andrews High School and instructed by Coaldale & District Emergency Services continues to be success!

Highway Landscaping Project

- Additional landscaping was completed on the South side of the HWY 3 Corridor through Coaldale.

Recreation Funding Agreement signed with Lethbridge County

- Intermunicipal Collaboration Framework was signed between the Town of Coaldale and Lethbridge County for recreation funding. Under this agreement, Coaldale will receive annual funding in excess of \$90,000 per year from Lethbridge County for recreational funding.



Eastview Park

Wastewater Treatment Plant

- Detailed design of the required upgrades to the Town's Wastewater Treatment Plant have started. Construction of this project is expected to start in 2021.

RCMP Building

- Construction of the a new RCMP building continued in 2020, with an opening expected in 2021. This project is funded 100% by the Government of Canada and represents a total capital investment of \$13 million in Coaldale. Once completed, the facility will house up to 50 employees, making Coaldale a policing hub of Southern Alberta.

Community Grant Program

- \$35,000 allocated to local community groups as part of the Town's annual community grant program.

Volunteer Firefighter Tax Credit

- The Town of Coaldale approved a volunteer firefighter tax credit for our volunteer firefighters and the local businesses who support them. As the first of its kind, this financial investment by the Town of Coaldale marks further appreciation and support for the volunteer firefighters and their local workplaces for helping keep Coaldale safe.

Malloy Phase 2B Funding

- The Malloy Phase 2B project represents a continuation of the investment in protection against storm water flooding in Coaldale. Federal and provincial grant funding, as well as local partnership funding has been obtained which will cover approximately 90% of the cost of this infrastructure investment.

Operation Celebration

- From April to May, Coaldale & District Emergency Services provided some extra cheer. A total of 142 drive by birthday celebrations were performed for youth in Coaldale, in light of the Covid-19 restrictions.



Kinship Park

Quads Concession

- Additional insulation, changes in plumbing and a propane powered furnace has been added to the concession at the Quads facility. This will reduce the risk of freezing concerns, and increasing the availability of the facility.

Coaldale Pool Renovations

- Substantial renovations to the existing mechanical room of the Coaldale Pool were completed. These renovations will increase the expected useful life of the facility.

Centennial Pathway

- Centennial Pathway represents an expansion to the trails and pathways in Coaldale (located in Northwest Coaldale around the Malloy Drain Wetlands) and was completed in 2019. However, in 2020, various educational signs of the local wetlands were added around the pathway.

Town Plan Review & Rewrite

- After almost two years in development, Council has approved the updated Town Plan. To find out what is on the Town Plan, you can view it here: <https://www.coaldale.ca/projects/town-plan-review-rewrite>

Transportation Master Plan

- A new master plan focused on how to manage the growth and change of the transportation network that serves Coaldale. The plan provides a balance between vehicular and pedestrian movement, to ensure the community's network is safe, functional and resilient for vehicles users now and into the future.

Eastview Park

- Continual upgrades and additions to Eastview Park through the partnership between the Coaldale Kinsmen Club and the Town of Coaldale. With the help of the Coaldale Kinsmen Club, the park has become a state-of-the-art facility within the Town of Coaldale.

Library Book Delivery Program

- Amidst the Covid-19 lockdown and temporary closure of the Coaldale Library, staff at the library delivered books to households in Coaldale.

2020 Coaldale Facts:

The Corporate Services department processed 41,039 utility invoices, 382 business licenses, 2,403 cheques, 927 dog licenses and mailed out 4,840 tax notices.

Coaldale & District Emergency Services responded to a total of 467 (2019 – 420) calls in 2020. The breakdown for these calls was:

- Medical – 273
- Alarms – 89
- Fire - 45
- Motor vehicle – 42
- Mutual Aid - 18

There was also a total of 4,257 hours spent on fire fighter training and 3,504 hours of fire fighter on call during 2020.

In 2020, Coaldale produced a combined 3,255 MT (2019 – 2,840 MT) of solid waste, a 14.6% increase over 2019. 104 MT of the additional waste for 2020 was disposed at the arena as part of the compost drop off bins.

- Garbage 1,532 MT (2019 – 1,445 MT)
- Recycling 502 MT (2019 – 420 MT)
- Compost 1,221 MT (2019 – 975 MT)

The average household produced 1.00 MT (2019 – 0.92 MT) of solid waste in 2020.

The total area of Town of Coaldale is 1,415 hectares. Within that area, there are a total of 3,266 (2019 - 3,173) dwelling units.

Roads Department:

- Reconstructed 5,598 m² of alley and rebuilt 1,750 m of gravel roadway
- Graded 44 km of alleys and 5 km of gravel roadway
- Patched 2,237 m² of asphalt and replaced 87 m of concrete sidewalk and bench pads

Utilities Department:

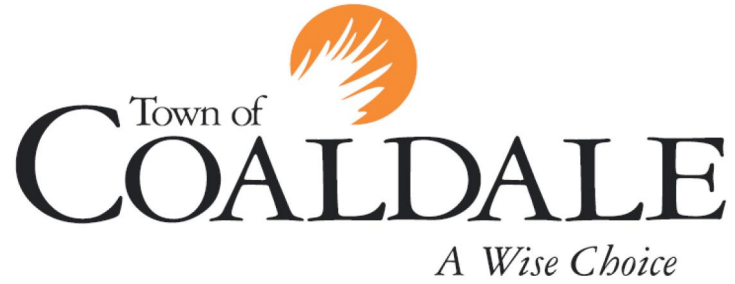
- Flushed/cleaned 60 km of sewer lines and exercised 259 water valves
- Replaced a primary water pump for our distribution system
- Flushed 301 fire hydrants in the Town and replaced 4 of them
- Installed 69 new water metres throughout the Town
- Responded to 681 utility line locate requests



WISCONSIN REGIONAL SCHOOLS

117

Savannah Rowley



FINANCIAL STATEMENTS

**Town of Coaldale, Alberta, Canada
For the Year Ended December 31, 2020**

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management of the Town of Coaldale is responsible for the integrity of the accompanying financial statements and the notes thereto. The financial statements have been prepared by management in accordance with Canadian public sector accounting standards.

To assist in meeting its responsibility, management maintains appropriate system of internal and administrative controls designed to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The preparation of the financial statements necessarily includes amounts which are based on the best estimates and judgements of management.

The Town Council is responsible for overseeing management in the performance of its responsibilities and for approving the financial statements. Council fulfills 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 Avail CPA, Chartered Professional Accountants. Their report to the Mayor and Town Council, stating the scope of their examination and opinion on the financial statements, follows.



Kalen Hastings, M.A.
Chief Administrative Officer

April 26, 2021
Coaldale, Canada



Kyle Beauchamp, CPA, CA
Chief Financial Officer

April 26, 2021
Coaldale, Canada

INDEPENDENT AUDITORS' REPORT

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

Opinion

We have audited the consolidated financial statements of the Town of Coaldale which comprise the consolidated statement of financial position as at December 31, 2020, and the consolidated statements of financial activities, change in net financial assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Town of Coaldale as at December 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated 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.

In preparing the consolidated financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITORS' REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Town's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

- Debt Limit Regulation:
In accordance with Alberta Regulation 255/2000, we confirm that the Town is in compliance with the Debt Limit Regulation. A detailed account of the Town's debt limit can be found in note 7.
- Supplementary Accounting Principles and Standards Regulation:
In accordance with Alberta Regulation 313/2000, we confirm that the Town is in compliance with the Supplementary Accounting Principles and Standards Regulation and note the information required can be found in note 16.



Lethbridge, Alberta

April 26, 2021

Chartered Professional Accountants

STATEMENT OF FINANCIAL POSITION

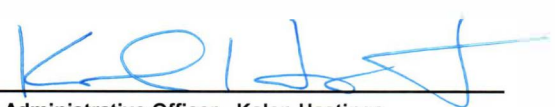
As at December 31, 2020

	2020	2019
FINANCIAL ASSETS		
Cash and temporary investments (Note 2)	\$ 13,614,852	\$ 26,464,018
Receivables		
Taxes and grants in place of taxes (Note 3)	645,481	498,193
Trade and other receivables	1,440,284	1,083,713
Land held for resale	39,672	3,810,109
Investments (Note 4)	17,625,293	-
	33,365,582	31,856,033
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	2,884,427	2,489,690
Deposit liabilities	109,612	130,029
Deferred revenue (Note 5)	7,693,878	2,007,610
Employee benefit obligations (Note 6)	216,957	275,504
Long-term debt (Note 7)	14,455,562	16,730,268
	25,360,436	21,633,101
NET FINANCIAL ASSETS	8,005,146	10,222,932
NON-FINANCIAL ASSETS		
Tangible capital assets (Schedule 2)	110,061,295	104,489,165
Other assets (Note 8)	3,438,103	318,142
Inventory for consumption	251,355	259,534
	113,750,753	105,066,841
ACCUMULATED SURPLUS (Schedule 1, Note 11)	\$ 121,755,899	\$ 115,289,773

Commitments & Contingencies (Note 17, 18)

Approved on behalf of Town Council:



Mayor - Kim Craig

Chief Administrative Officer - Kalen Hastings

See accompanying notes to the financial statements

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the year ended December 31, 2020

	Budget (Note 21)	2020	2019
REVENUES			
Net taxes available for municipal purposes (Note 12)	\$ 8,909,225	\$ 8,973,493	\$ 8,691,912
User fees and sale of goods and services	5,557,768	5,592,996	5,586,347
Government transfers relating to operating (Note 13)	786,660	1,692,805	816,266
Land development	720,000	724,296	249,177
Franchise fees	665,000	694,479	689,227
Investment income	607,100	528,156	380,632
Fines and penalties	626,651	428,380	687,187
Licences, permits and fees	145,500	143,360	146,752
Other	11,025	685,579	55,146
	18,028,929	19,463,544	17,302,646
EXPENSES			
Legislative	304,035	236,046	289,817
Administration	1,801,511	1,924,117	1,761,691
Policing, regulatory and emergency management	2,347,814	1,988,230	2,374,593
Fire	1,086,177	972,962	826,982
Roads, streets, walks and lighting	3,681,658	3,474,715	3,034,825
Storm and drainage	620,440	633,219	540,612
Water supply and distribution	1,618,015	1,876,542	1,550,539
Waste management	811,658	836,755	1,162,472
Wastewater treatment and disposal	1,163,848	1,105,328	956,039
Family and community support	149,666	148,228	145,118
Land use planning, zoning, development and communications	1,627,251	1,297,458	1,534,538
Parks, recreation and culture	3,293,198	2,935,329	2,961,280
	18,505,271	17,428,929	17,138,506
ANNUAL SURPLUS (DEFICIT) BEFORE OTHER	(476,342)	2,034,615	164,140
OTHER			
Contributed tangible capital assets (Schedule 2)	116,938	288,597	756,763
Government transfers related to capital (Note 13)	3,838,271	4,142,914	1,631,417
	3,955,209	4,431,511	2,388,180
ANNUAL SURPLUS	3,478,867	6,466,126	2,552,320
ACCUMULATED SURPLUS, BEGINNING OF YEAR	115,289,773	115,289,773	112,737,453
ACCUMULATED SURPLUS, END OF YEAR	\$ 118,768,640	\$ 121,755,899	\$ 115,289,773

STATEMENT OF CASH FLOWS

For the year ended December 31, 2020

	2020	2019
NET INFLOW (OUTFLOW) OF CASH AND CASH EQUIVALENTS:		
OPERATING ACTIVITIES		
Annual surplus	\$ 6,466,126	\$ 2,552,320
Deduct items not affecting cash:		
Amortization of tangible capital assets	2,860,522	2,696,865
Net loss on disposal of tangible capital assets	10,676	(13,486)
Contributed assets	(288,597)	(756,763)
Change in non-cash items:		
Receivables	(503,859)	1,084,523
Land for resale	3,770,437	45,671
Inventory for consumption	8,179	9,086
Other assets	(3,119,961)	961,467
Accounts payable and accrued liabilities	394,737	664,734
Deposit liabilities	(20,417)	33,739
Deferred revenue	5,686,268	(1,037,573)
Employee benefit obligation	(58,547)	(37,324)
	15,205,564	6,203,259
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(8,871,827)	(9,983,149)
Proceeds on sale of tangible capital assets	717,096	7,000
	(8,154,731)	(9,976,149)
FINANCING ACTIVITIES		
Proceeds from long-term debt issued	-	12,957,837
Long-term debt repaid	(2,274,706)	(293,983)
	(2,274,706)	12,663,854
INCREASE IN CASH AND CASH EQUIVALENTS	4,776,127	8,890,964
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	26,464,018	17,573,054
CASH AND CASH EQUIVALENTS, END OF YEAR	31,240,145	26,464,018
Cash and temporary investments (Note 2)	13,614,852	26,464,018
Investments (Note 4)	17,625,293	-
	\$ 31,240,145	\$ 26,464,018

STATEMENT OF NET FINANCIAL ASSETS

For the year ended December 31, 2020

	Budget (Note 21)	2020	2019
ANNUAL SURPLUS	\$ 3,478,867	\$ 6,466,126	\$ 2,552,320
Acquisition of tangible capital assets	(8,500,000)	(8,871,827)	(9,983,149)
Tangible capital assets received as contributions	(116,938)	(288,597)	(756,763)
Proceeds on sale of tangible capital assets	-	717,096	7,000
Amortization of tangible capital assets	2,860,522	2,860,522	2,696,865
Loss (gain) on disposal of tangible capital assets	-	10,676	(13,486)
	(5,756,416)	(5,572,130)	(8,049,533)
Acquisition of supplies inventory	-	(251,355)	(259,534)
Use of supplies inventory	-	259,534	268,620
Acquisition of other assets	-	(3,438,103)	(318,142)
Use of other assets	-	318,142	1,279,609
	-	(3,111,782)	970,553
INCREASE / (DECREASE) IN NET FINANCIAL ASSETS	(2,277,549)	(2,217,786)	(4,526,660)
NET FINANCIAL ASSETS, BEGINNING OF YEAR	10,222,932	10,222,932	14,749,592
NET FINANCIAL ASSETS, END OF YEAR	\$ 7,945,383	\$ 8,005,146	\$ 10,222,932

SCHEDULE OF ACCUMULATED SURPLUS

For the year ended December 31, 2020

Schedule 1

	Unrestricted Surplus	Restricted Surplus	Equity in Tangible Capital Assets	2020	2019
ANNUAL SURPLUS	\$ 6,466,126	\$ -	\$ -	\$ 6,466,126	\$ 2,552,320
Unrestricted funds designated for future use	(5,755,146)	5,755,146	-	-	-
Restricted funds for operations	810,319	(810,319)	-	-	-
Restricted funds for tangible capital assets	-	(4,484,387)	4,484,387	-	-
Current year funds used for tangible capital assets	(4,387,441)	-	4,387,441	-	-
Contributed tangible capital assets	(288,597)	-	288,597	-	-
Disposal of tangible capital assets	10,676	717,096	(727,772)	-	-
Amortization expense	2,860,522	-	(2,860,522)	-	-
Long term debt issued	-	-	-	-	-
Long term debt repaid (capital)	(873,284)	-	873,284	-	-
	(7,622,951)	1,177,536	6,445,415	-	-
CHANGE IN ACCUMULATED SURPLUS	(1,156,825)	1,177,536	6,445,415	6,466,126	2,552,320
BALANCE, BEGINNING OF YEAR	2,405,167	23,724,288	89,160,318	115,289,773	112,737,453
BALANCE, END OF YEAR	\$ 1,248,342	\$ 24,901,824	\$ 95,605,733	\$ 121,755,899	\$ 115,289,773

See accompanying notes to the financial statements

SCHEDULE OF TANGIBLE CAPITAL ASSETS

For the year ended December 31, 2020

Schedule 2

	2019	Additions	Contributed	Disposals	2020
COST					
Land	\$ 17,030,372	\$ 677,376	-	(64,800)	\$ 17,642,948
Land improvements	3,300,413	1,079,768	171,659	(39,265)	4,512,575
Engineered structures	112,675,423	5,820,411	-	(1,073,107)	117,422,727
Buildings	9,988,698	4,636,259	-	(3,131)	14,621,826
Machinery and equipment	3,492,660	382,668	116,938	(85,872)	3,906,394
Vehicles	4,787,568	-	-	(109,266)	4,678,302
Work in progress					-
Land improvements	647,103	(269,823)	-	-	377,280
Engineered structures	1,379,295	(554,315)	-	-	824,980
Buildings	3,233,397	(2,900,517)	-	-	332,880
	156,534,929	8,871,827	288,597	(1,375,441)	164,319,912
ACCUMULATED AMORTIZATION					
Land improvements	1,282,287	124,554	-	(39,265)	1,367,576
Engineered structures	40,241,246	2,051,926	-	(410,136)	41,883,036
Buildings	6,506,616	258,422	-	(3,130)	6,761,908
Machinery and equipment	1,841,283	206,652	-	(85,872)	1,962,063
Vehicles	2,174,332	218,968	-	(109,266)	2,284,034
	52,045,764	2,860,522	-	(647,669)	54,258,617
NET BOOK VALUE	\$ 104,489,165				\$ 110,061,295

See accompanying notes to the financial statements

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SCHEDULE OF SEGMENTED DISCLOSURES

For the year ended December 31, 2020

Schedule 3

	General Government	Protective Services	Transportation Services	Planning & Development	Recreation & Culture	Environmental Services	Total
REVENUE							
Net taxes available for municipal purposes (Note 12)	\$ 8,593,213	\$ -	\$ -	\$ -	\$ 380,280	\$ -	\$ 8,973,493
Sale of goods and services	59,225	463,218	1,672	-	339,837	4,729,044	5,592,996
Government transfers relating to operating (Note 13)	989,958	375,528	94,830	151,067	81,422	-	1,692,805
Land development	-	-	-	724,296	-	-	724,296
Franchise fees	694,479	-	-	-	-	-	694,479
Investment income	278,156	-	-	-	250,000	-	528,156
Other	759,014	370,410	37,919	65,998	14,495	9,483	1,257,319
	11,374,045	1,209,156	134,421	941,361	1,066,034	4,738,527	19,463,544
EXPENSES							
Salaries and wages	965,817	877,264	831,590	846,846	1,436,094	544,497	5,502,108
Contracted and general services	742,396	1,751,604	682,493	382,517	363,521	1,009,906	4,932,437
Materials, goods and utilities	297,836	142,427	562,974	1,243	434,872	1,089,414	2,528,766
Transfers to local boards	108,139	-	-	-	166,942	-	275,081
Interest and bank charges	3,777	56,600	33,209	66,852	271,612	48,878	480,928
Amortization of tangible capital assets	26,993	110,697	1,240,755	-	262,288	1,219,789	2,860,522
Other expenses	163,433	22,600	123,694	-	-	539,360	849,087
	2,308,391	2,961,192	3,474,715	1,297,458	2,935,329	4,451,844	17,428,929
OTHER							
Contributed assets	-	116,938	-	-	171,659	-	288,597
Government transfers relating to capital (Note 13)	-	200,000	3,388,443	-	9,464	545,007	4,142,914
	-	316,938	3,388,443	-	181,123	545,007	4,431,511
ANNUAL SURPLUS (DEFICIT)	\$ 9,065,654	\$ (1,435,098)	\$ 48,149	\$ (356,097)	\$ (1,688,172)	\$ 831,690	\$ 6,466,126

See accompanying notes to the financial statements

SCHEDULE OF SEGMENTED DISCLOSURES

For the year ended December 31, 2019

Schedule 3

	General Government	Protective Services	Transportation Services	Planning & Development	Recreation & Culture	Environmental Services	Total
REVENUE							
Net taxes available for municipal purposes (Note 12)	\$ 8,315,572	\$ -	\$ -	\$ -	\$ 376,340	\$ -	\$ 8,691,912
Sale of goods and services	91,258	522,004	6,000	5,794	386,604	4,574,687	5,586,347
Government transfers relating to operating (Note 13)	298,943	385,720	36,500	2,100	93,003	-	816,266
Land development	-	-	-	249,177	-	-	249,177
Franchise fees	689,227	-	-	-	-	-	689,227
Investment income	380,632	-	-	-	-	-	380,632
Other	190,322	585,837	122	80,234	32,570	-	889,085
	9,965,954	1,493,561	42,622	337,305	888,517	4,574,687	17,302,646
EXPENSES							
Salaries and wages	948,752	1,086,347	798,824	877,560	1,556,131	597,350	5,864,964
Contracted and general services	717,110	1,917,937	504,136	549,213	326,436	1,345,538	5,360,370
Materials, goods and utilities	232,290	131,252	540,708	16,909	625,239	1,004,908	2,551,306
Transfers to local boards	104,516	-	-	-	204,517	-	309,033
Interest and bank charges	9,016	-	26,066	90,856	23,151	46,440	195,529
Amortization of tangible capital assets	27,018	66,039	1,165,091	-	225,806	1,212,911	2,696,865
Other expenses	157,924	-	-	-	-	2,515	160,439
	2,196,626	3,201,575	3,034,825	1,534,538	2,961,280	4,209,662	17,138,506
OTHER							
Contributed assets	-	466,951	-	-	173,766	116,046	756,763
Government transfers relating to capital (Note 13)	-	892,000	485,251	-	-	254,166	1,631,417
	-	1,358,951	485,251	-	173,766	370,212	2,388,180
ANNUAL SURPLUS (DEFICIT)	\$ 7,769,328	\$ (349,063)	\$ (2,506,952)	\$ (1,197,233)	\$ (1,898,997)	\$ 735,237	\$ 2,552,320

See accompanying notes to the financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2020

The Town of Coaldale (the Town) is a municipality in the Province of Alberta, Canada and operates under the provisions of the Municipal Government Act, R.S.A., 2000, c.M-26, as amended (MGA).

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Town are prepared by management in accordance with Canadian public sector accounting standards (PSAS). Significant aspects of the accounting policies adopted by the Town are as follows:

A. Reporting Entity

The financial statements reflect the revenues, expenses, assets, liabilities and accumulated surplus of the reporting entity. The reporting 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 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 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. Revenues are accounted for in the period in which they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Expenses are recognized as they are incurred and measurable based upon receipt of the goods and services and/or the legal obligation to pay.

C. Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions. These estimates affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from management's best estimates as additional information becomes available in the future. 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. Actual results could differ from these estimates.

D. Tax Revenue

Annually, the Town bills and collects property tax revenues for municipal purposes. Tax revenues are based on market value assessments determined in accordance with the MGA and annually established tax rates. Municipal tax rates are set each year by Town Council in accordance with legislation and Town Council approved policies to raise the tax revenue required to meet the Town's budget requirements. Tax revenues are recorded at the time tax billings are issued. Property assessments are subject to tax appeal. Tax revenues are recognized net of an allowance for anticipated uncollectable amounts. Requisitions operate as a flow through and are excluded from the municipal revenue.

E. Government Transfers

Government transfers are the transfer of monetary assets or tangible capital assets from other orders of government that are not the result of an exchange transaction and for which there is no expectation of repayment or direct financial return to the transferor in the future. The Town receives government transfers from the Federal and Provincial governments to fund operating and capital expenditures. These transfers to the Town are recognized as revenues when the transfers are authorized and all the eligibility criteria, if any, have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient. Prior to that time, any amounts received, along with restricted interest thereon are recorded as deferred revenue.

Authorized transfers from the Town to other organizations or individuals are recorded as an expense when the transfer has been authorized and the eligibility criteria, if any, have been met by the recipient. The majority of transfers made by the Town are in the form of grants.

F. Land for Resale

Land for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

G. Cash and Cash Equivalents

Cash and cash equivalents include demand deposits and short-term investments that are readily convertible to known amounts of cash that are subject to an insignificant risk of change in value. These short-term investments generally have a maturity of three months or less at acquisition, or are redeemable and held for the purpose of meeting short-term cash commitments rather than for investing.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2020

H. Investments

Investments are recorded at amortized cost. 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.

I. Non-Financial Assets

Non-financial assets are not available to discharge 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.

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 following estimated useful lives of the assets.

Land improvements	15 - 45 years
Buildings	25 - 50 years
Machinery and equipment	5 - 40 years
Vehicles	10 - 40 years
Engineered structures	5 - 75 years

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

Tangible capital assets are written down when conditions indicate that a tangible capital asset no longer contributes to the Town's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value.

ii. Contributed Tangible Capital Assets

Tangible capital assets acquired as contributions are recorded at their fair value on the date received and corresponding revenues are recorded as contributed tangible capital assets on the Statement of Operations and Accumulated Surplus.

iii. Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all benefits and risks to the Town 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, net of tenant inducements, are charged to expenses on a straight-line basis over the lease term.

iv. Inventory of Materials and Supplies

Inventory of materials and supplies are valued at the lower of average cost and net realizable value.

v. Culture, Historical and Works of Art

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

J. Liability for Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic, 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.

K. Equity in Tangible Capital Assets

Equity in tangible capital assets is included within accumulated surplus. It represents the investment in tangible capital assets, after deducting the portion financed by long-term debt.

L. Reserves for Future Expenditures

Certain amounts, as approved by Town Council, are designated within accumulated surplus as reserves for future operating and capital expenditures.

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

2. CASH AND TEMPORARY INVESTMENTS

	2020	2019
Cash	\$ 13,581,812	\$ 18,898,464
Temporary investments	33,040	7,565,554
	\$ 13,614,852	\$ 26,464,018

Temporary investments consist of short-term deposits, at cost, which approximates market value. These investments have effective interest rates ranging from the bank's prime rate less 1.40% to 1.80% (2019 - bank's prime rate less 1.40% to 1.80%) and requires 30 - 90 day notice for redemption of the investment.

Temporary investments are capable of reasonably prompt liquidation and may be used to manage the Town's cash position throughout the year from the date of purchase.

Cash on deposit earns interest at the bank's prime rate less 1.5% (2019 - bank's prime rate less 1.75%).

3. TAXES AND GRANTS IN PLACE OF TAXES

	2020	2019
Current taxes and grants in place of taxes	\$ 479,494	\$ 405,094
Arrears taxes and interest and penalties	165,987	93,099
	\$ 645,481	\$ 498,193

4. INVESTMENTS

	2020	2019
ATB Financial Guaranteed Investment Certificate	\$ 17,625,293	\$ -
	\$ 17,625,293	\$ -

The ATB Financial Guaranteed Investment Certificate matures in March 2021, accruing interest at 2.5% per annum.

5. DEFERRED REVENUE

Deferred revenue is comprised of the funds noted below, the use of which is externally restricted. These funds are recognized as revenue in the period they are used for the purpose specified.

Interest earned on contributions is included in contributions received. Certain deferred revenues relate to government transfers as further described in Note 13.

	2019	Externally Restricted Contributions Received	Revenue Recognized	2020
Operating:				
Revenue in advance of service performed and other	\$ 201,009	\$ 217,263	\$ 201,009	\$ 217,263
Wetland Enhancement Program	39,000	1,176	32,300	7,876
Property taxes for educational purposes over levied	120,926	-	120,926	-
MSI Operating	-	266,746	266,746	-
	360,935	485,185	620,981	225,139
Capital:				
MSI Capital	224,812	6,838,469	1,450,663	5,612,618
ACRP Grant	-	1,029,465	-	1,029,465
Federal Gas Tax	1,357,352	1,441,632	2,000,000	798,984
Strategic Transportation Infrastructure Program	64,511	100,941	137,780	27,672
	1,646,675	9,410,507	3,588,443	7,468,739
	\$ 2,007,610	\$ 9,895,692	\$ 4,209,424	\$ 7,693,878

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

6. EMPLOYEE BENEFIT OBLIGATIONS

	2020	2019
Accrued wages	\$ 165,269	\$ 132,234
Accrued vacation	50,264	139,979
Banked time	1,424	3,291
	\$ 216,957	\$ 275,504

7. LONG-TERM DEBT

A. Debt Payable

Debt payable includes the following amounts:

	2020	2019
Tax supported debentures	\$ 13,705,518	\$ 14,534,102
Utility supported debentures	750,044	794,745
Operating debentures	-	1,401,421
	\$ 14,455,562	\$ 16,730,268

Principal and interest payments on long-term debt for the next five years and thereafter are as follows:

	Principal	Interest	Total
2021	\$ 889,469	\$ 424,728	\$ 1,314,197
2022	911,227	396,646	1,307,873
2023	620,930	362,864	983,794
2024	609,985	347,871	957,856
2025	607,819	326,361	934,180
Thereafter	10,816,132	3,115,857	13,931,989
	\$ 14,455,562	\$ 4,974,327	\$ 19,429,889

Debenture debt is repayable to Alberta Treasury Board and Finance, bearing interest at rates ranging from 2.07% to 6.25% and matures in annual amounts in periods 2021 through 2049. The average annual interest rate is 3.02% (2019 - 3.02%).

The debenture debt is issued on the credit and security of the Town at large.

Interest on long-term debt amounted to \$475,598 (2019 - \$183,460).

B. Debt and Debt Service Limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/2000 for the Town be disclosed as follows:

	2020	2019
Total debt limit per Regulation	\$ 29,195,316	\$ 25,953,969
Total debt	14,455,562	16,730,268
Percentage used (%)	49.51	64.46
Total debt service limit per Regulation	\$ 4,865,886	\$ 4,325,662
Total debt service	1,314,197	1,425,224
Percentage used (%)	27.01	32.95

The debt limit is calculated at 1.5 times revenue of the municipality (as defined in Alberta Regulation 255/2000) 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 are guidelines used by Alberta Municipal Affairs to identify municipalities that could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

8. OTHER ASSETS

	2020	2019
Other assets held for resale:		
Land	\$ 2,277,423	\$ -
Buildings	911,786	-
Deposits:		
Equipment	133,609	-
Buildings	25,000	195,000
Prepaid expenses - operational	90,285	123,142
	\$ 3,438,103	\$ 318,142

9. EQUITY IN TANGIBLE CAPITAL ASSETS

	2020	2019
Tangible capital assets (Schedule 2)	\$ 164,319,912	\$ 156,534,929
Accumulated amortization (Schedule 2)	(54,258,617)	(52,045,764)
Long-term debt (Note 7)	(14,455,562)	(15,328,847)
	\$ 95,605,733	\$ 89,160,318

10. TRUSTS UNDER ADMINISTRATION

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

	2020	2019
Friends of the Arena:		
Local community groups	\$ 69,199	\$ 69,199
Town of Coaldale portion	34,584	34,584
	\$ 103,783	\$ 103,783

11. ACCUMULATED SURPLUS

Accumulated surplus consists of restricted and unrestricted amounts and equity in tangible capital assets.

	2020	2019
General government operations	\$ 1,248,342	\$ 2,405,167
Restricted surplus:		
Tax rate stabilization	832,554	514,764
Reserves for future operating expenditures	940,452	976,427
Reserves for future capital expenditures	23,128,818	22,233,097
Equity in tangible capital assets (Note 9)	95,605,733	89,160,318
	\$ 121,755,899	\$ 115,289,773

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

12. NET TAXES AVAILABLE FOR MUNICIPAL PURPOSES

	Budget	2020	2019
Taxes:			
Real property taxes	\$ 11,220,418	\$ 11,273,769	\$ 10,834,213
Special tax recreation levy	380,689	380,280	376,340
Linear property taxes	126,238	126,078	127,752
Revenue in lieu of taxes	51,000	51,493	40,620
	11,778,345	11,831,620	11,378,925
Less taxes on behalf of:			
Alberta School Foundation Fund	2,431,126	2,375,765	2,239,461
Holy Spirit Roman Catholic Separate Regional District	300,000	336,833	312,491
Green Acres Foundation	137,994	145,529	135,061
	2,869,120	2,858,127	2,687,013
Net taxes available for municipal purposes	\$ 8,909,225	\$ 8,973,493	\$ 8,691,912

13. GOVERNMENT TRANSFERS

	Budget	2020	2019
Operating transfers:			
Provincial	\$ 710,460	\$ 1,612,152	\$ 769,885
Federal	-	3,366	10,093
Other Local Governments	76,200	77,287	36,288
	786,660	1,692,805	816,266
Capital transfers:			
Provincial	3,838,271	4,142,914	1,631,417
Federal	-	-	-
	3,838,271	4,142,914	1,631,417
Total Government Transfers	\$ 4,624,931	\$ 5,835,719	\$ 2,447,683

14. LOCAL AUTHORITIES PENSION PLAN

All employees of the Town are members of the Local Authorities Pension Plan (LAPP), which is one of the multi-employer plans covered by the Public Sector Pension Plans Act of Alberta.

The Town is required to make current service contributions to the Plan of 9.39% of pensionable payroll up to the yearly maximum pensionable earnings (YMPE) and 13.84% thereafter. Employees of the Town are required to make current service contributions of 8.39% of pensionable salary up to YMPE and 12.84% thereafter. Contributions for current service are recorded as expenses in the year in which they become due.

Total current service contributions by the Town to the LAPP in 2020 were \$379,333 (2019 - \$383,420) and by the employees to the LAPP in 2020 were \$333,982 (2019 - \$346,854).

The LAPP reported a surplus for the overall plan as at December 31, 2019 of \$7,913,261. Information as at December 31, 2020 was not available at the time of preparing these financial statements.

15. LIABILITY FOR CONTAMINATED SITES

The Town has adopted PS3260 Liability for Contaminated Sites. The Town did not identify any financial liabilities in 2020 (2019 - nil) as a result of this standard.

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

16. EXECUTIVE SALARIES AND BENEFITS

The following executive salaries and benefits are disclosed as required under the Supplementary Accounting Principles and Standards Regulation (AR 313/2000) of the MGA.

	Salaries	Benefits	2020	2019
Mayor:				
Craig	\$ 33,528	\$ 4,823	\$ 38,351	\$ 39,979
Councillors:				
Abrey	20,117	4,119	24,236	25,580
Chapman	20,117	872	20,989	22,388
Hohm	20,117	4,119	24,236	26,526
Lloyd	20,117	3,201	23,318	25,444
Pauls	20,117	1,176	21,293	23,487
Simpson	20,117	4,119	24,236	26,000
	120,702	17,606	138,308	149,425
Chief Administrative Officer	191,914	12,427	204,341	184,755
Designated Officers (2), (2019 - 3)	238,297	52,523	290,820	401,888
	\$ 584,441	\$ 87,379	\$ 671,820	\$ 776,047

Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria and any other direct cash remuneration.

Benefits include the Town's share of all benefits and contributions made on behalf of executives, including retirement contributions, Canada Pension Plan, Employment Insurance, dental coverage, medical coverage, group life insurance, short-term disability insurance and transportation allowances.

17. COMMITMENTS

The Town entered into a Municipal Police Service Agreement with the Government of Canada for the Royal Canadian Mounted Police to provide policing services until March 31, 2032. The agreement may be terminated on March 31 in any year by either party giving 24 months notice prior to the date of the intended termination. As part of the agreement, the Town will pay 100% of the cost of providing the service. The total annual cost for 2021 under the terms of the agreement are estimated to be \$1,502,263.

The Town contracts with Nerds on Site to provide information technology services for the Town of Coaldale. The agreement is set to expire December 2023 and contains an option for a two year renewal. Estimated costs for 2021 under the terms of the agreement are \$90,000.

The Town contracts with the Lethbridge Regional Water Services Commission to supply water to the Town until January 30, 2030. The related agreement may be terminated at any time provided 12 months notice is given. The total annual cost for 2021 under the terms of the agreement are estimated to be \$800,000.

The Town entered into an agreement with Benchmark Assessment Consultants Inc. for the supply of assessment services of all lands and premises within the Town's boundaries for taxation purposes until December 31, 2021. The total annual cost for 2021 under the terms of the agreement are estimated to be \$110,000.

The Town contracts with GFL Environmental Inc. to provide solid waste, composting and recycling collection services until 2024, with the option of a 3 year renewal until 2027. Total estimated contracting costs for 2021 are \$414,860.

18. 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.

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

19. FINANCIAL INSTRUMENTS

The Town's financial instruments consist of cash and temporary investments, 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, currency or credit risk arising from these financial instruments. Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

The Town is subject to credit risk with respect to taxes and grants in place of taxes 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.

20. SEGMENT DISCLOSURES

The Schedule of Segment Disclosures - Schedule 3 has been prepared in accordance with PS2700 *Segment Disclosures*. Segment disclosures are intended to enable users to better understand the government reporting entity as well as the major expense and revenue activities of the Town. For each reported segment, revenues and expenses represent amounts directly or reasonably attributable to the segment.

The segments have been selected based on a presentation similar to that adopted for the municipal financial planning and budget processes.

Segments include:

A. General Government

General Government consists of Council & other legislative administration, corporate administration and general municipal services. Revenues and expenses that are not directly attributed to another segment are also recorded within this segment.

B. Protective Services

Protective Services is comprised of police, traffic safety, bylaw enforcement, emergency management and fire rescue.

C. Transportation Services

Transportation Services includes roads, bridges, sidewalks and extended shoulders for pedestrian and bike travel.

D. Planning & Development

Planning & Development is comprised of engineering services, land development and municipal use property activities. Land development includes the Town's role as a land developer in the areas of acquisition, development and land sales activities. Municipal use property involves the acquisition of land for municipal purposes and the disposal of land deemed surplus to municipal needs.

E. Recreation & Culture

Recreation & Culture includes parks and recreation, community and family services, recreation programs and facilities. Also included is the Coaldale Public Library, which is managed by a separate board.

F. Environmental Services

Environmental Services provides drinking water, resource recovery, storm water, solid waste collection and disposal, sanitary sewer and wastewater treatment for the Town.

21. BUDGET

Budgeted information was prepared under the modified accrual method. This note provides a reconciliation between the approved budget figures disclosed in the financial statements. The budget surplus was adopted by Council on December 16, 2019.

Annual surplus (deficit)	\$	3,478,867
Add:		
Transfers from reserves to operations		1,239,272
Amortization expense		2,860,522
Less:		
Principal debt repayments		(923,021)
Capital revenue		(3,955,209)
Transfer from operations to reserves		(2,700,431)
Approved budget surplus	\$	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS

For the fiscal year ended December 31, 2020

22. SUBSEQUENT EVENTS

Subsequent to year-end, the Town of Coaldale obtained a line of credit facility with BMO, Bank of Montreal for \$4,000,000, accruing interest at the bank prime rate (2.45%). As of the date of these financial statements, the withdrawn balance on this facility was \$0.

Subsequent to year-end, the Town of Coaldale refinanced long term debt in the amount of \$1,345,610 with Bank of Nova Scotia. Interest accrues per annum at the bank prime rate (2.45%) less 0.60%, monthly payments of \$7,009 plus interest, due December 31, 2021. This facility is a refinance of previous long-term debt that was paid in full by the Town of Coaldale before December 31, 2020.

23. COVID - 19

Events have occurred as a result of the COVID-19 (coronavirus) pandemic that have caused economic uncertainty. The duration and impact of the pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Potential impacts on the Towns' business could include future decreases in revenue and delays in completing capital project work, temporary declines in investment income, closure of facilities including recreation, library, and administrative buildings, temporary and/or permanent termination of public employees and mandatory working from home requirements for those able to do so.

The Town has continued to develop strategies to manage the impacts of the COVID-19 outbreak. Administration continues to monitor revenue, expenses, and projects for the Town. Cost saving measures have been instituted where appropriate. The Town continues to follow protocols set by the Alberta Government and to make suitable adjustments in the face of the pandemic.

24. COMPARATIVE INFORMATION

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

25. APPROVAL OF FINANCIAL STATEMENTS

Council and Management have approved these financial statements on April 26, 2021.

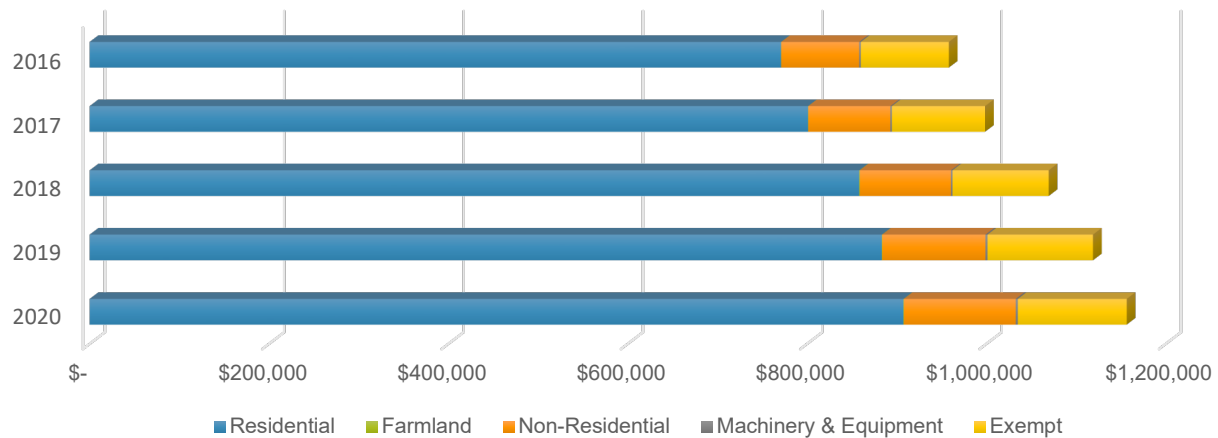


UNAUDITED STATISTICAL INFORMATION

**Town of Coaldale, Alberta, Canada
For the Year Ended December 31, 2020**

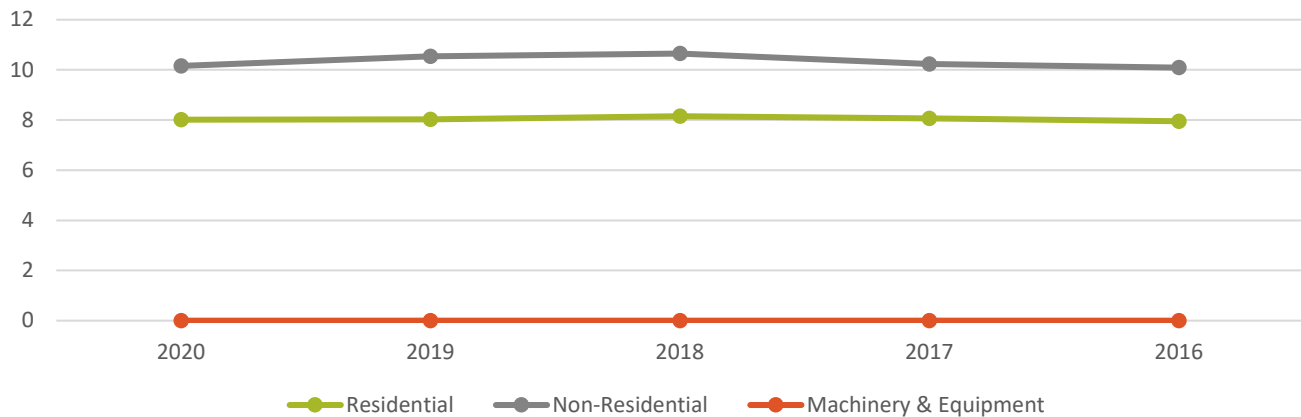
Total Property Assessments
For the Years Ended December 31, 2020 - 2016
(in thousands of dollars)

	2020	2019	2018	2017	2016
Residential	\$ 907,586	\$ 883,483	\$ 858,247	\$ 801,178	\$ 771,085
Farmland	469	493	692	306	253
Non-Residential	124,641	115,003	101,599	91,449	86,851
Machinery & Equipment	2,455	2,322	1,746	1,742	1,847
Exempt	121,402	117,635	107,234	103,895	98,166
Total Property Assessments	\$ 1,156,554	\$ 1,118,935	\$ 1,069,518	\$ 998,571	\$ 958,202



Municipal Tax Rates - MILLS

	2020	2019	2018	2017	2016
Residential	8.0187	8.0227	8.1518	8.0711	7.9518
Non-Residential	10.156	10.5451	10.6505	10.2409	10.0896
Machinery & Equipment	0.0000	0.0000	0.0000	0.0000	0.0000



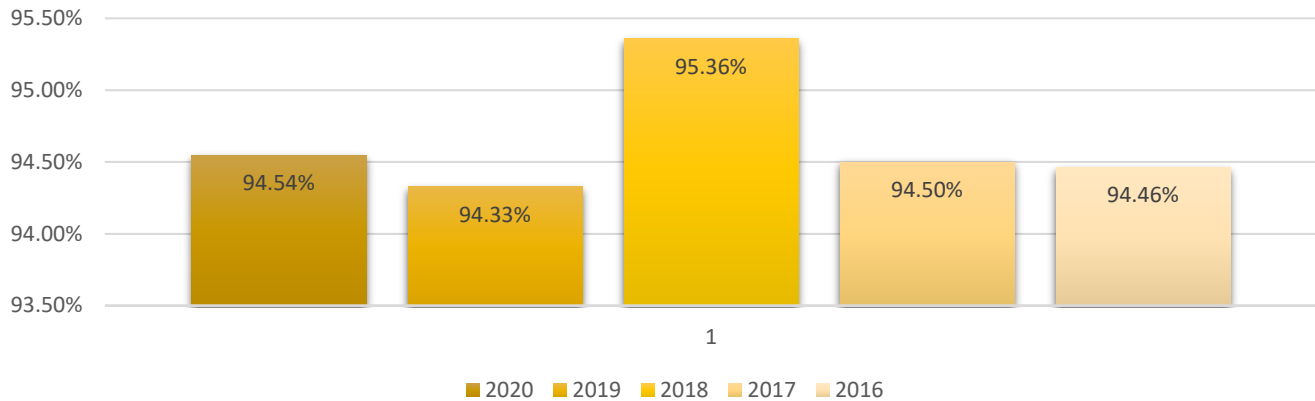
Taxes and Grants in Place of Taxes Receivable

For the Years Ended December 31, 2020 - 2016

(in thousands of dollars)

	2020	2019	2018	2017	2016
Current taxes and grants in place of taxes	\$ 479	\$ 405	\$ 424	\$ 398	\$ 484
Arrears taxes	166	93	117	116	47
Total	\$ 645	\$ 498	\$ 541	\$ 514	\$ 531

PERCENTAGE OF PROPERTY TAXES COLLECTED



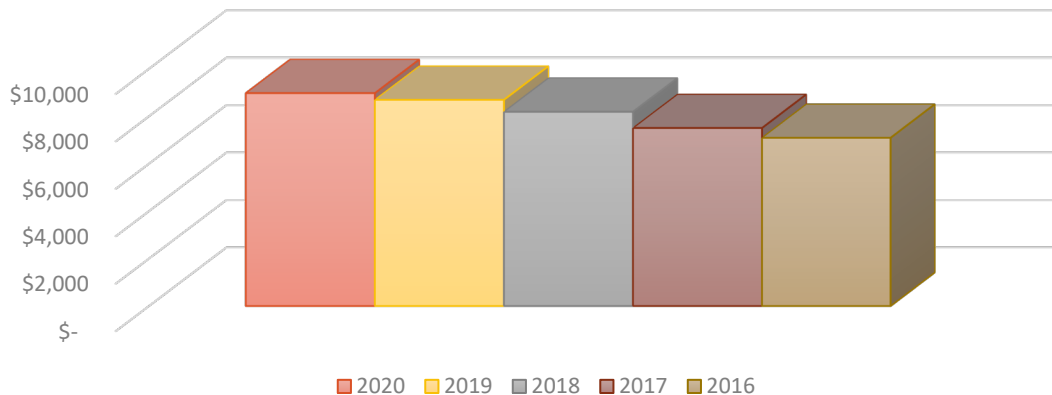
Property Taxes Collected

For the Years Ended December 31, 2020 - 2016

(in thousands of dollars)

	2020	2019	2018	2017	2016
Municipal taxes	\$ 8,973	\$ 8,692	\$ 8,188	\$ 7,503	\$ 7,090
Educational requisition	2,713	2,552	2,418	2,224	2,085
Green Acres requisition	146	135	125	109	105
Taxes Levied	11,832	11,379	10,730	9,836	9,280
Total Taxes Receivable	645	645	498	541	514
Percentage Collected	94.54%	94.33%	95.36%	94.50%	94.46%

MUNICIPAL PROPERTY TAXES

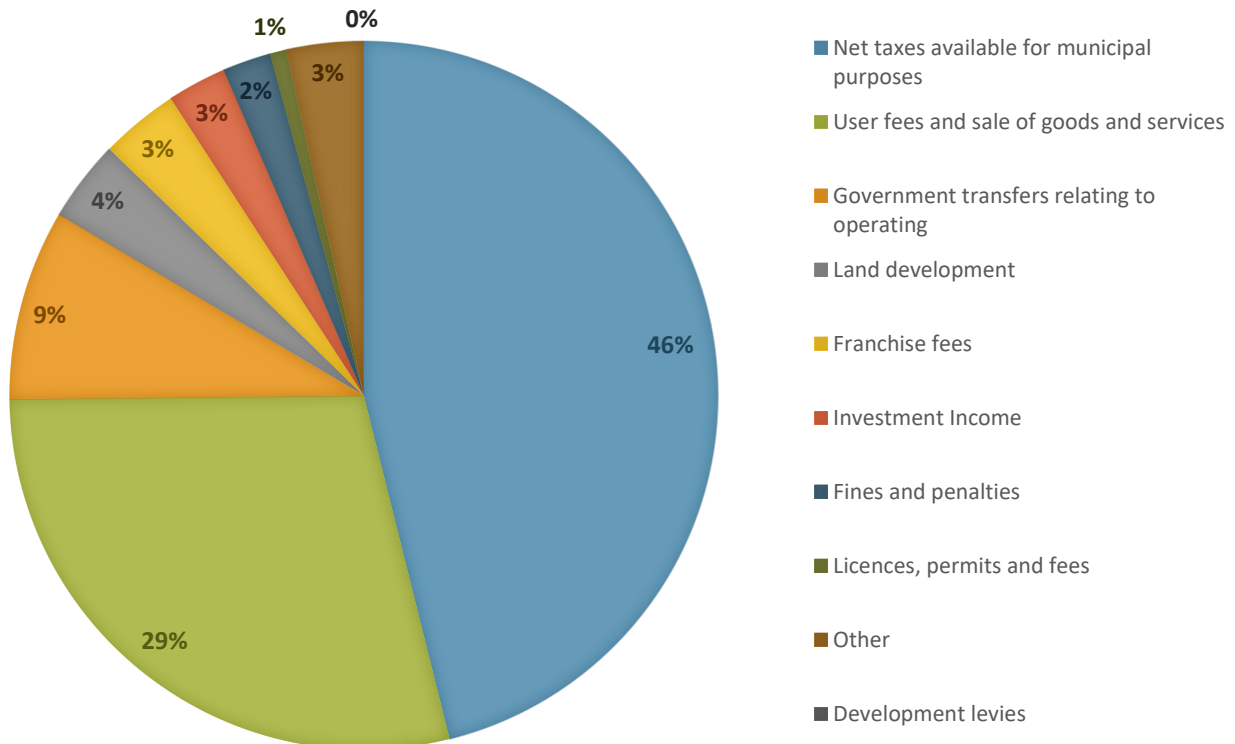


Revenues by Source

For the years ended December 31, 2020 - 2016

(in thousands of dollars)

	2020	2019	2018	2017	2016
Net taxes available for municipal purposes	\$ 8,973	\$ 8,692	\$ 8,188	\$ 7,503	\$ 7,090
User fees and sale of goods and services	5,593	5,585	5,579	5,667	5,121
Government transfers relating to operating	1,693	816	793	870	1,809
Land development	724	249	3,362	1,513	-
Franchise fees	694	689	669	635	649
Investment Income	528	381	336	240	249
Fines and penalties	428	680	711	751	116
Licences, permits and fees	143	132	161	149	91
Other	686	79	41	158	168
Development levies	-	-	799	160	103
Total Revenue - before other	19,464	17,303	20,639	17,646	15,396
OTHER					
Contributed tangible capital assets	289	757	1,022	243	2,995
Government transfers related to capital	4,143	1,631	3,158	931	2,505
Total Other	4,432	2,388	4,180	1,174	5,500
Total Revenue	\$ 23,895	\$ 19,691	\$ 24,819	\$ 18,820	\$ 20,896

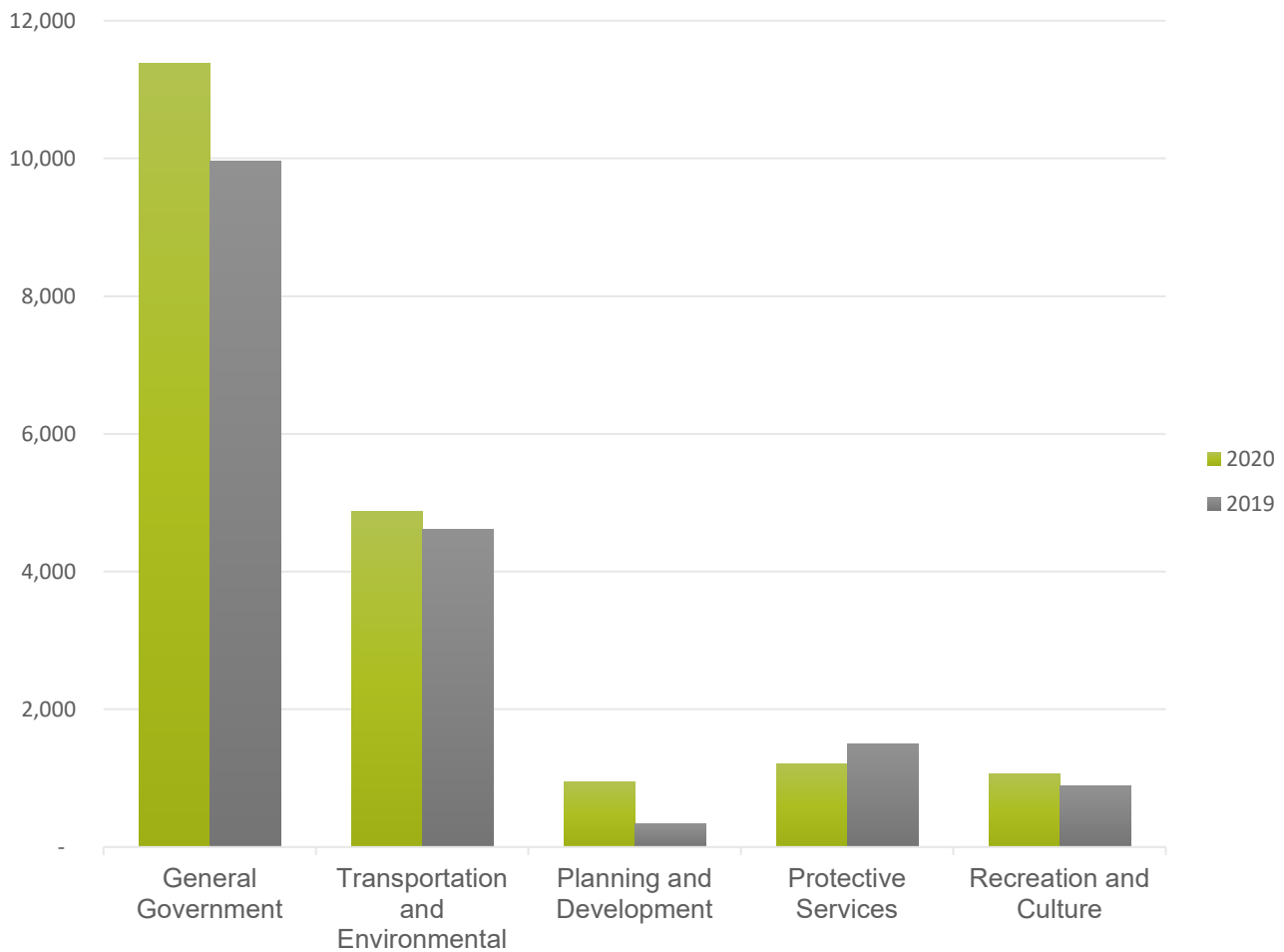


Revenues by Segment

For the years ended December 31, 2020 - 2016
(in thousands of dollars)

	2020	2019	2018	2017	2016
General Government	11,374	9,966	9,517	8,679	8,578
Transportation and Environmental	4,873	4,617	4,547	4,480	3,957
Planning and Development	941	337	4,339	1,934	880
Protective Services	1,209	1,494	1,614	1,886	1,348
Recreation and Culture	1,066	889	622	667	633
Total	\$ 19,464	\$ 17,303	\$ 20,639	\$ 17,646	\$ 15,396

2020/2019 REVENUES BY SEGMENT

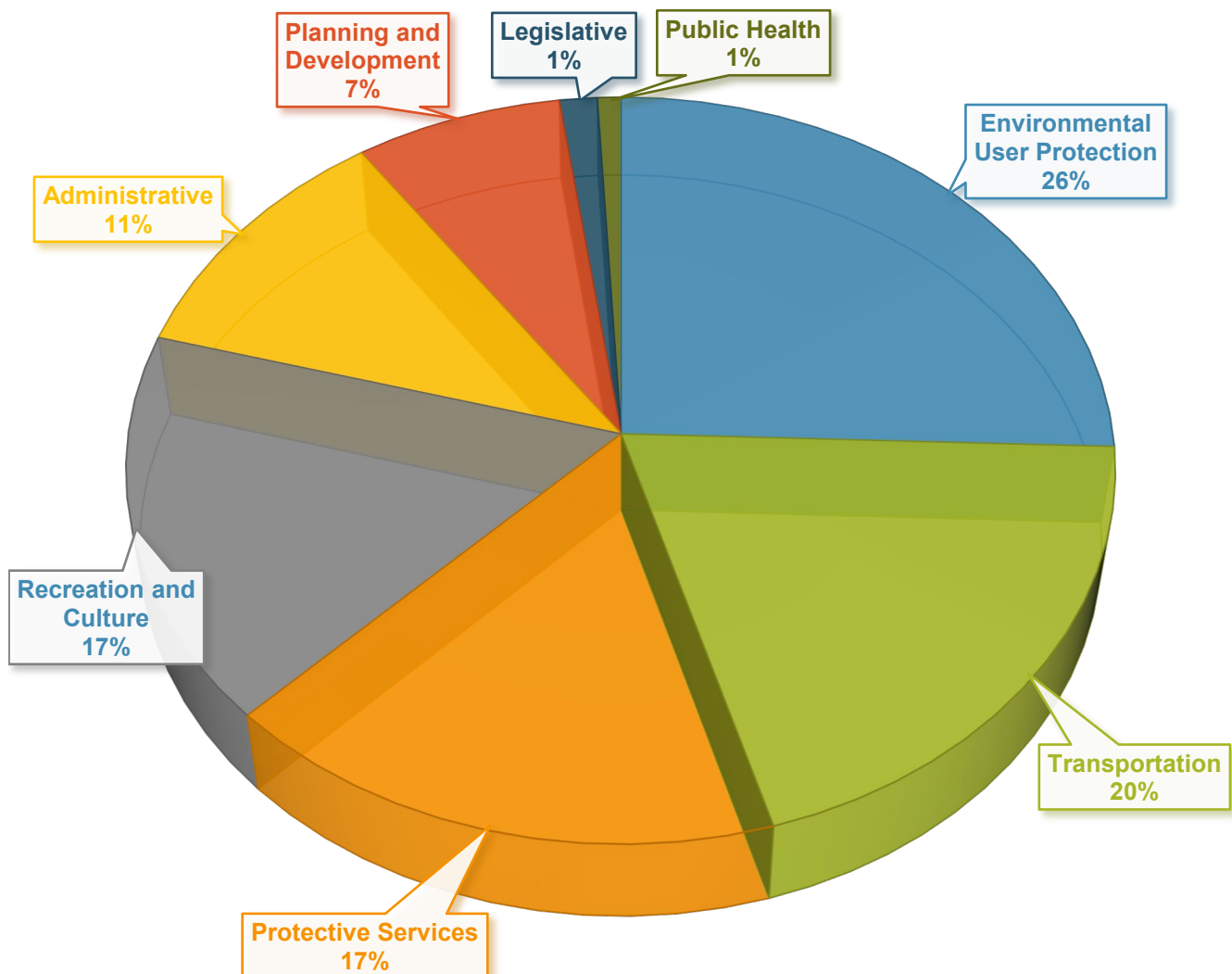


Expenses by Function

For the years ended December 31, 2020 - 2016
(in thousands of dollars)

	2020	2019	2018	2017	2016
Environmental User Protection	\$ 4,452	\$ 4,210	\$ 3,896	\$ 3,685	\$ 3,270
Transportation	3,475	3,035	3,681	3,934	3,130
Protective Services	2,961	3,202	3,093	2,976	2,411
Recreation and Culture	2,935	3,198	2,828	2,918	2,716
Administrative	1,924	1,802	1,846	1,324	1,150
Planning and Development	1,297	1,298	941	849	413
Legislative	236	290	399	413	438
Public Health	148	105	85	84	312
Total	\$ 17,429	\$ 17,139	\$ 16,769	\$ 16,183	\$ 13,840

2020 EXPENSES BY FUNCTION

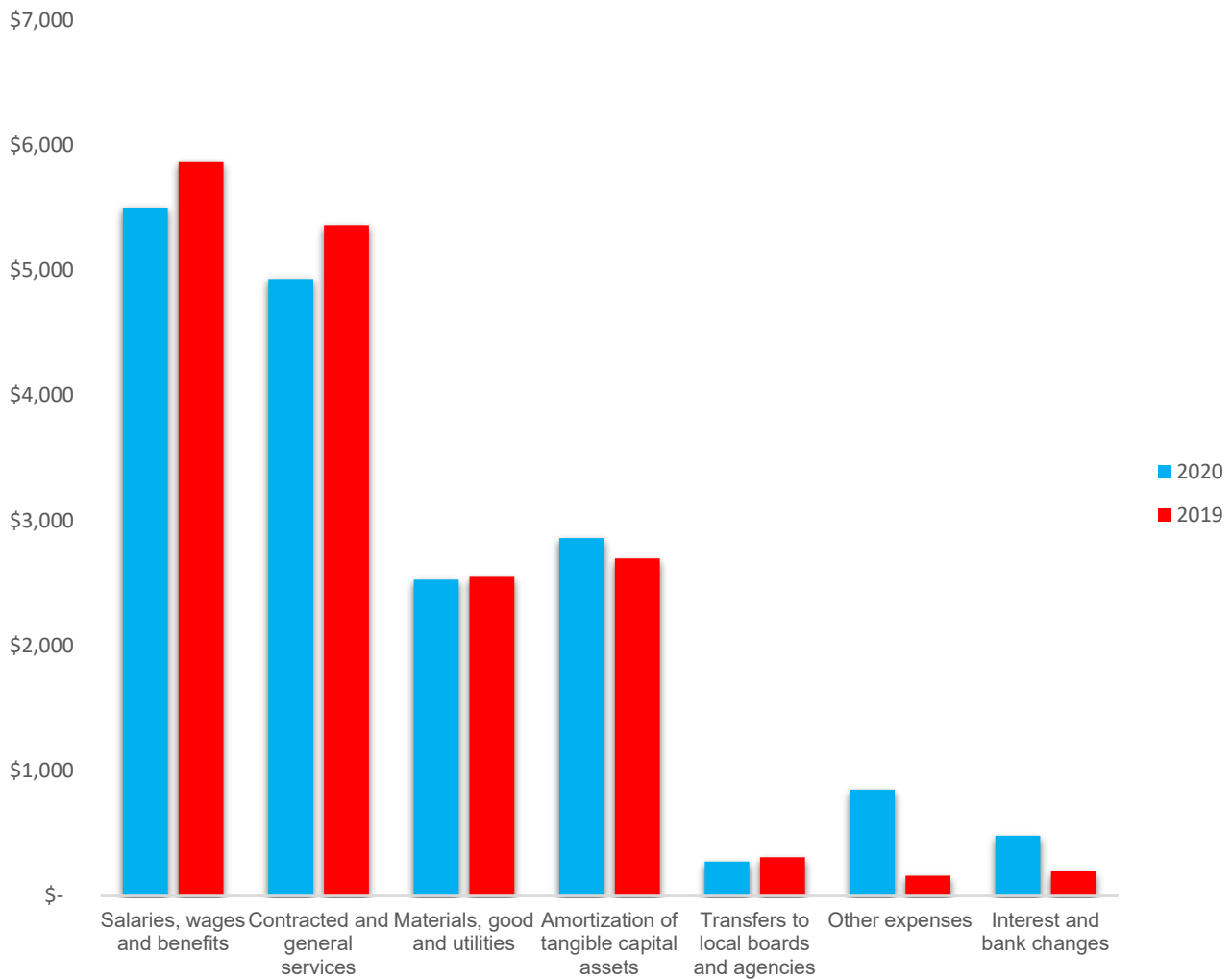


Expenses by Object

For the years ended December 31, 2020 - 2016
(in thousands of dollars)

	2020	2019	2018	2017	2016
Salaries, wages and benefits	\$ 5,502	\$ 5,865	\$ 5,690	\$ 5,343	\$ 4,523
Contracted and general services	4,932	5,360	3,740	3,569	2,655
Materials, good and utilities	2,529	2,551	4,037	3,569	3,342
Amortization of tangible capital assets	2,861	2,697	2,671	2,622	2,520
Transfers to local boards and agencies	275	309	230	253	403
Other expenses	849	161	218	472	149
Interest and bank changes	481	196	183	355	248
Total	\$ 17,429	\$ 17,139	\$ 16,769	\$ 16,183	\$ 13,840

2020/2019 EXPENSES BY OBJECT

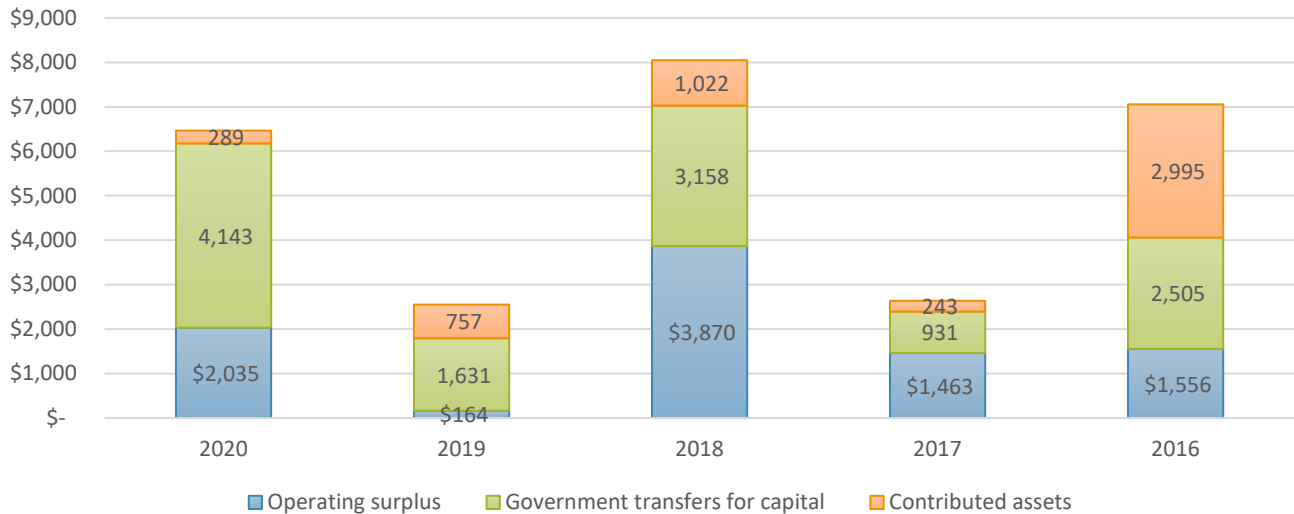


Annual & Accumulated Surplus

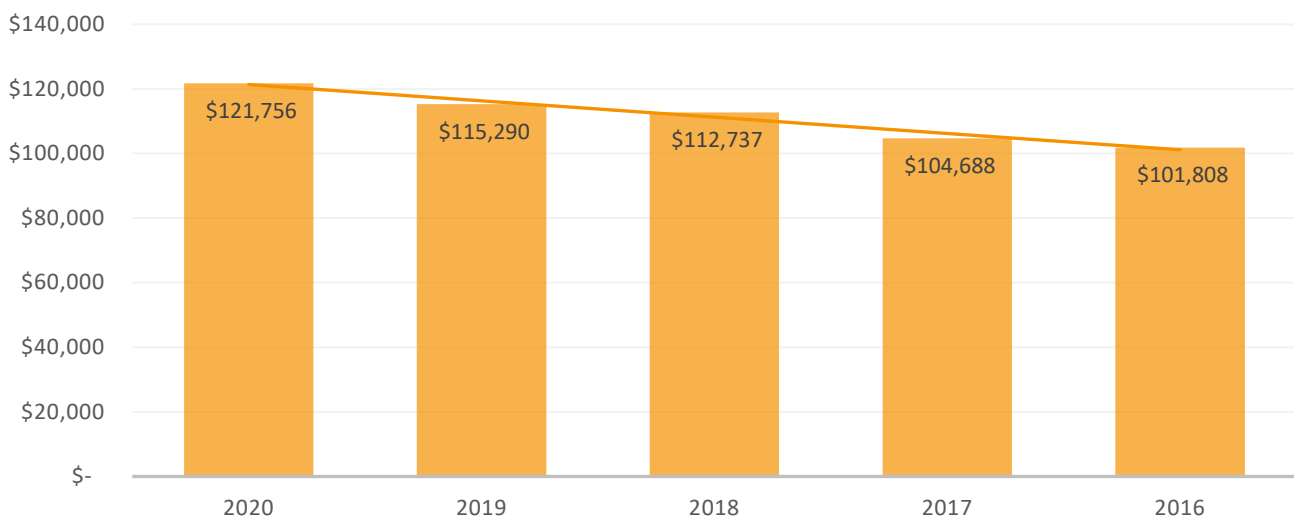
As at December 31, 2020 - 2016

(in thousands of dollars)

	2020	2019	2018	2017	2016
Operating surplus	\$ 2,035	\$ 164	\$ 3,870	\$ 1,463	\$ 1,556
Government transfers for capital	4,143	1,631	3,158	931	2,505
Contributed assets	289	757	1,022	243	2,995
Total	\$ 6,466	\$ 2,552	\$ 8,049	\$ 2,637	\$ 7,056



	2020	2019	2018	2017	2016
Accumulated Surplus	\$ 121,756	\$ 115,290	\$ 112,737	\$ 104,688	\$ 101,808

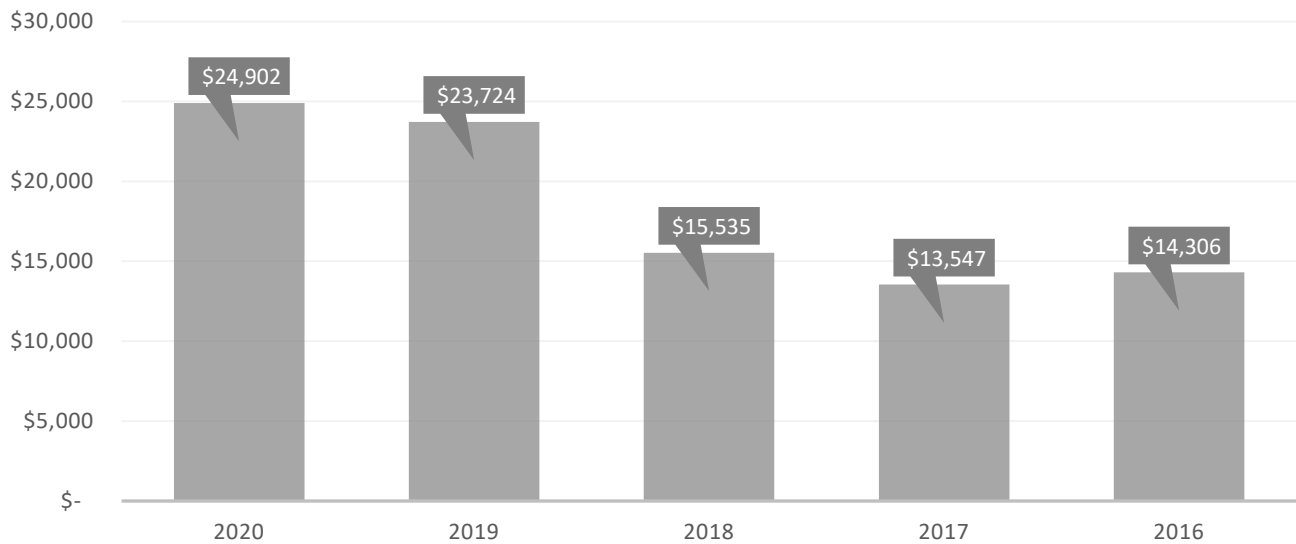


Restricted Surplus (Reserves) & Net Financial Assets

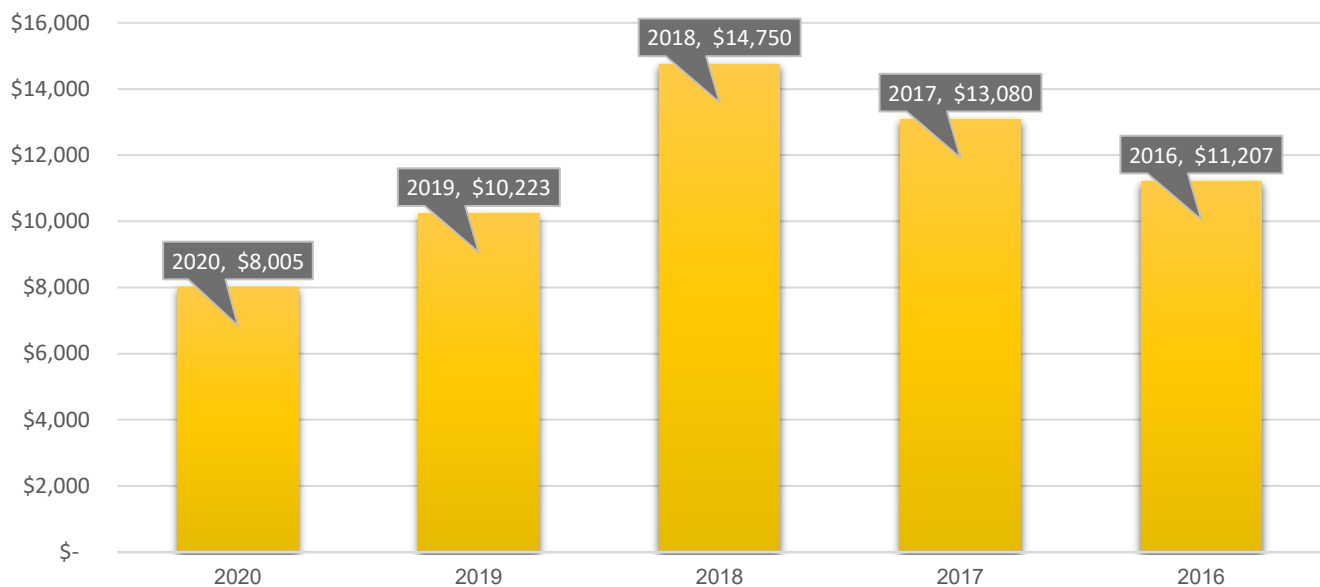
As at December 31, 2020 - 2016

(in thousands of dollars)

RESERVES



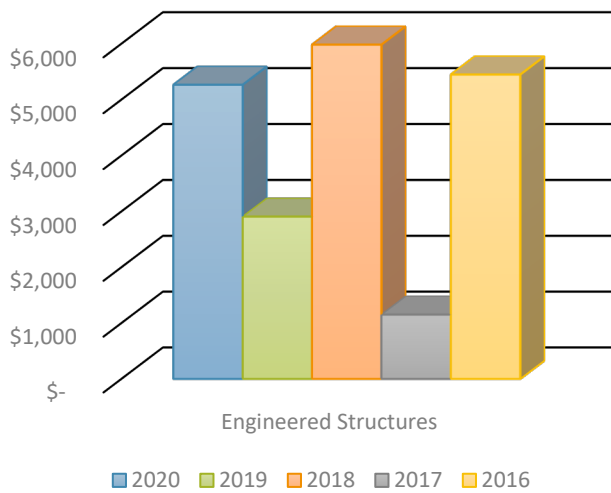
NET FINANCIAL ASSETS



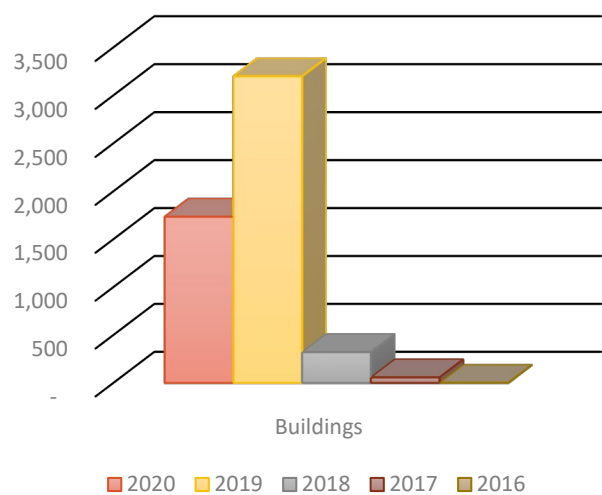
Capital Expenditures
For the Years Ended December 31, 2020 - 2016
(in thousands of dollars)

	2020	2019	2018	2017	2016
Engineered Structures	\$ 5,266	\$ 2,908	\$ 5,984	\$ 1,152	\$ 5,449
Buildings	1,736	3,200	323	59	1
Land Improvements	982	732	77	295	330
Land	677	1,776	908	1,737	182
Machinery and Equipment	499	379	144	308	427
Vehicles	-	1,744	512	92	232
Total	\$ 9,160	\$ 10,740	\$ 7,948	\$ 3,643	\$ 6,621

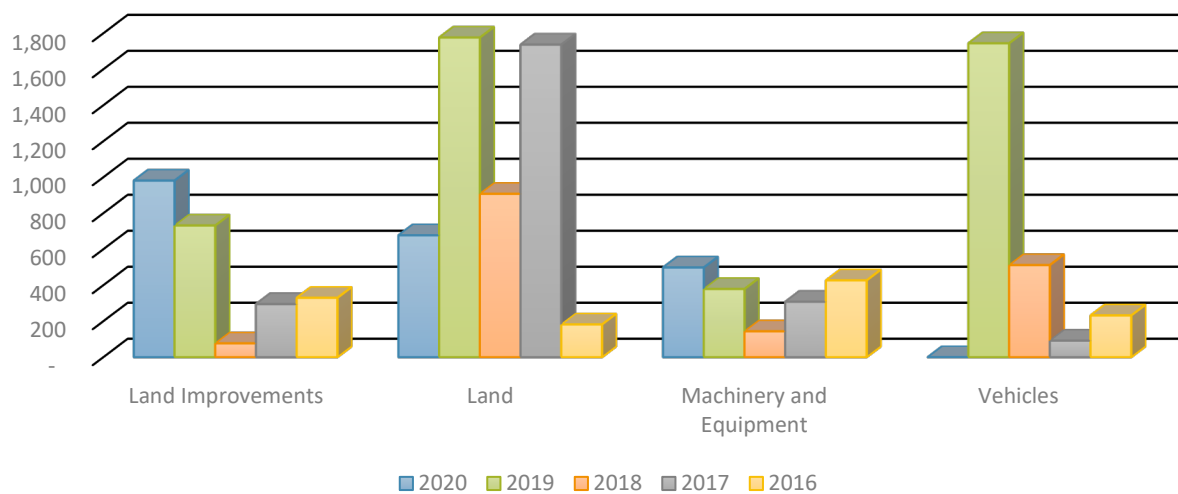
ENGINEERED STRUCTURES



BUILDINGS



LAND IMPROVEMENTS, LAND, M&E, VEHICLES



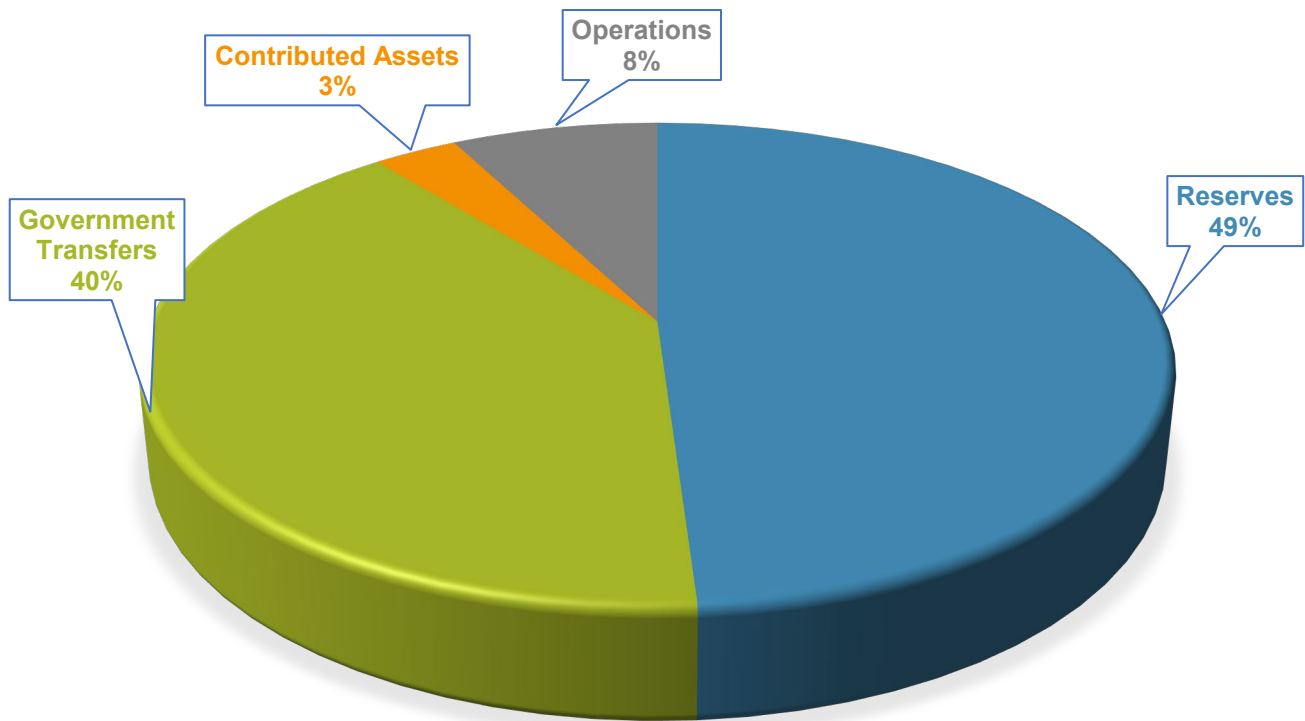
Capital Expenditures Sources of Financing

For the Years Ended December 31, 2020 - 2016

(in thousands of dollars)

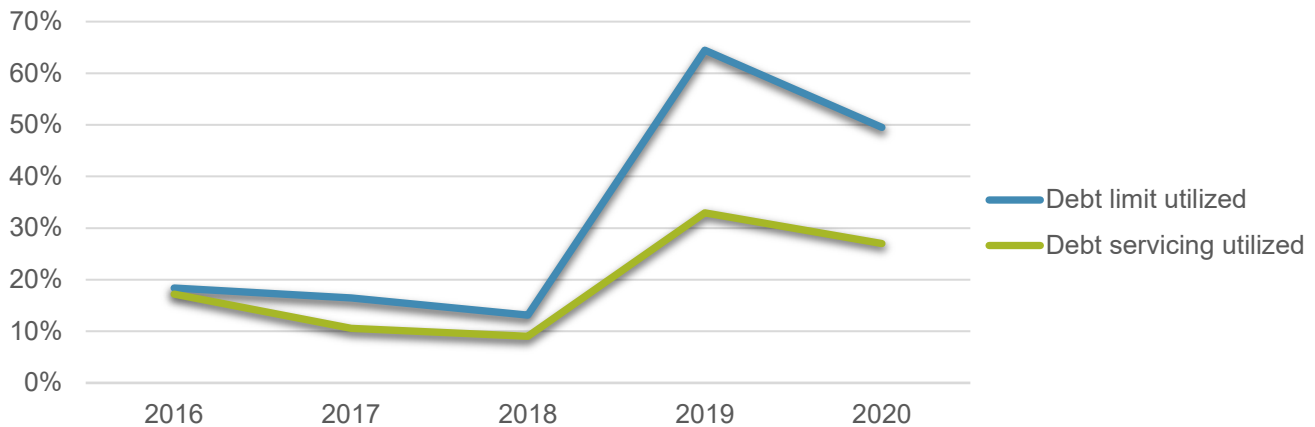
	2020	2019	2018	2017	2016
Reserves	\$ 4,484	\$ 4,351	\$ 685	\$ 2,045	\$ 1,064
Government Transfers	3,683	1,631	3,158	931	2,505
Contributed Assets	289	757	1,022	243	2,995
Operations	705	4,001	3,083	424	57
Total	\$ 9,160	\$ 10,740	\$ 7,948	\$ 3,643	\$ 6,621

2020 CAPITAL EXPENDITURES SOURCES OF FINANCING



Municipal Debt
As at December 31, 2016 - 2020
(in thousands of dollars)

	2016	2017	2018	2019	2020
Total debt limit	\$ 23,093	\$ 26,469	\$ 30,959	\$ 25,954	\$ 29,195
Total debt	4,239	4,357	4,066	16,730	14,456
Total debt under limit	\$ 18,854	\$ 22,112	\$ 26,893	\$ 9,224	\$ 14,740
Debt limit utilized	18%	16%	13%	64%	50%
Service on debt limit	\$ 3,849	\$ 4,411	\$ 5,160	\$ 4,326	\$ 4,866
Service on debt	661	466	466	1,425	1,314
Total under service on debt limit	\$ 3,188	\$ 3,945	\$ 4,694	\$ 2,900	\$ 3,552
Debt servicing utilized	17%	11%	9%	33%	27%



	2016	2017	2018	2019	2020
Tax supported debentures	\$ 3,349	\$ 2,582	\$ 2,363	\$ 14,534	\$ 13,706
Supported by utility rates	849	279	258	795	750
Operating debentures	41	1,496	1,445	1,401	-
Total Debt	4,239	4,357	4,066	16,730	14,456
Per Capita Long-Term Debt	\$ 618	\$ 563	\$ 530	\$ 495	\$ 1,663
Debt Charges as a Percentage of Expenses (interest on long-term debt)	1.77%	1.37%	1.09%	1.14%	2.76%

Development Permits - Number of Permits

As at December 31, 2020 - 2016

Type of Development Application	2020	2019	2018	2017	2016
Single detached dwelling	17	24	21	52	44
Semi-detached dwelling	0	0	1	0	1
Residential addition or renovation	64	65	55	59	48
Manufactured home	5	19	17	8	12
Multi-family development (3 or more)	1	0	0	1	0
Industrial	3	9	11	11	3
Commercial	5	4	3	3	3
Institutional	1	1	0	2	0
Home Occupation	20	23	15	20	32
Sign	7	22	30	39	32
Change of use	6	5	5	7	5
Demolition	5	3	5	7	5
Other	3	12	19	3	0
Total development permits	137	187	182	212	185
New dwelling units	23	43	40	95	58

Development Permits - Construction Value

As at December 31, 2020 - 2016

(in thousands of dollars)

	2020	2019	2018	2017	2016
Single detached dwelling	\$ 6,462	\$ 7,438	\$ 6,189	\$ 16,091	\$ 11,346
Semi-detached dwelling	-	-	300	-	300
Residential addition or renovation	813	894	915	866	717
Manufactured home	783	3,278	2,704	1,344	2,308
Multi-family development (3 or more)	500	-	-	6,500	-
Industrial	1,050	8,025	3,584	2,967	1,980
Commercial	805	612	17,450	2,753	4,565
Institutional	230	750	-	178	-
Total development permits	\$ 10,642	\$ 20,997	\$ 31,142	\$ 30,697	\$ 21,215

Source for the data on this page is from Town of Coaldale development figures.

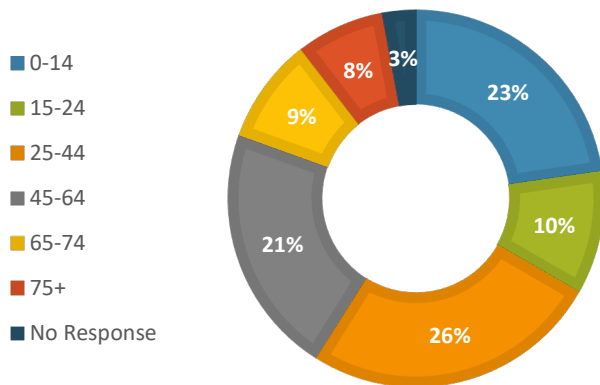
Demographics and Statistical Information

	2020	2019	2018	2017	2016
Total Area of Municipality (Hectares)**	1,415	1,415	1,415	799	799
Length of all Open Roads Maintained (Kilometers)**	65	63	63	51	50
Water Mains Length (Kilometers)**	66	65	65	64	64
Wastewater Mains Length (Kilometers)**	71	68	68	68	68
Storm Drainage Mains Length (Kilometers)**	28	27	27	24	24
Total Full-Time Municipal Positions**	50	45	50	47	45
Number of Dwelling Units**	3,266	3,173	3,141	3,063	3,014
Population*	8,691	8,691	8,215	8,215	8,215

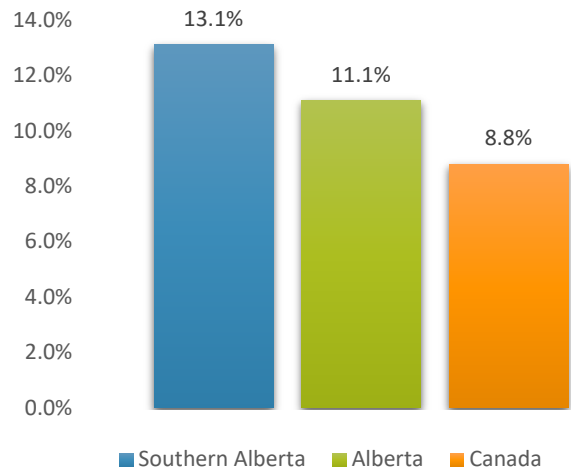
*(Source: Town of Coaldale Census)

** (Source: Town of Coaldale engineering & financial records)

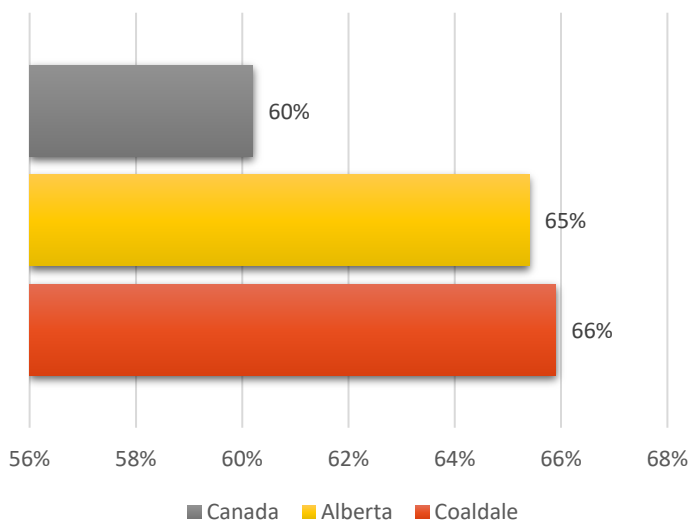
POPULATION BY AGE - 2019 TOWN OF COALDALE CENSUS



UNEMPLOYMENT RATE - STATISTICS CANADA DEC. 2020



EMPLOYMENT RATE - 2016 STATISTICS CANADA



Principal Corporate Taxpayers (alphabetical order)

Bethel Windows & Doors

Bosbrink Enterprises Inc.

Coaldale Home Hardware Building Centre

CSN Kustom Auto Body

Evans Trucking / Evans HD

Inland Screw Piling Ltd.

ITB - Intercontinental Truck Body

Nudura

Nutrisource Inc.

MAIN STREET



YOU ARE AT:

Town Office (17th St / 20th Ave)



Coaldale Sportsplex 7 mins
(Pool and Arena)

The HUB 8 mins
(Natural Play Space)

Sunny South Lodge 9 mins

Coaldale Health Centre 12 mins



Business Inventory

Shopping

1. The Bargain Shop
2. Home's Choice
3. Coaldale Clothing Store & Upholstery
4. Top Match Tailors
5. Home & Country Living
6. Seven Seas
7. Coaldale Cold Beer & Liquor Store
8. Coaldale Market
9. Coaldale Food Market
10. Coaldale Hardware Ltd.
11. Coaldale Sports & Wine Merchants

Food & Beverage

12. Miller's Restaurant
13. McMenem's Restaurant & Cafe
14. Pizza Hut
15. Three O'Clock
16. J.P. Mac
17. Coaldale & Family Restaurant
18. Coaldale Family Restaurant
19. Coaldale Family Restaurant
20. Coaldale Family Restaurant

Professional Services

21. Coaldale Systems
22. Coaldale & Family Law
23. Coaldale Hardware Ltd.
24. Coaldale Hardware Ltd.
25. Coaldale Hardware Ltd.
26. Coaldale Hardware Ltd.
27. Coaldale Hardware Ltd.
28. Coaldale Hardware Ltd.
29. Coaldale Hardware Ltd.
30. Coaldale Hardware Ltd.

Health and Personal Care

31. Coaldale Clinic
32. Coaldale Clinic
33. Coaldale Clinic
34. Coaldale Clinic
35. Coaldale Clinic

Education

36. Coaldale Public Library
37. Coaldale Public Library
38. Coaldale Public Library
39. Coaldale Public Library

Government

40. Town of Coaldale
41. Coaldale Post

Other

42. Coaldale Chamber of Commerce
43. Coaldale Fire Department
44. Coaldale Fire Department
45. Coaldale Fire Department

2020 Annual Report

Town of Coaldale

1920 – 17 Street

Coaldale, AB, T1M 1M1

www.coaldale.ca / 403-345-1300