



Progression Amid the Pandemic

2020 Annual Report



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Welcome

The Town of Vegreville is a vibrant community located one-hour east of Alberta's capital city. With a bustling population of nearly 6,000, we offer our residents big-city amenities, with all the comfort and convenience of small town living.

Vegreville Town Council, Administration and staff continue to emphasize the importance of community in their endeavor of improving the quality of life of our citizens while our residents' enduring passion and commitment for their Town has influenced services and opportunities that cater to the unique needs of Vegreville.

Be it our world-class events, our diverse and well-rounded business community, and the supports and partnerships available to our more vulnerable populations - it all speaks to the devotion of our residents and are a few of the many reasons why Vegreville is such a beautiful place to call home.



Message from the Mayor

To say 2020 was a test, would be an understatement.

Vegreville, much like every other municipality in the province, country and beyond, was directly impacted by COVID-19.

While there is no denying it was a trying year, the pandemic also forced us all to slow down and take stock of what is truly important in our lives. Additionally, on the advice of health officials, we stayed close to home and so many of us took the opportunity to connect with our community in ways we hadn't allowed time for in the past.

We became explorers in our own backyards. We found joy in our walking paths, parks, and playgrounds and, while even apart, we endeavoured to remain connected to our friends, neighbours, and acquaintances, who were suddenly also co-combatants in the fight against an unknown virus.

Through it all, Town Council, Administration, and staff found a way to navigate the uncertainty. We worked together with residents, businesses, and community partners to put the necessary measures in place to help keep our town safe while still forging a plan for Vegreville's future.

I am proud to say that, despite the challenges we continue to face as a municipality, province, and planet, that Vegreville has progressed even amid the pandemic.

TIM MACPHEE
Mayor, Town of
Vegreville



Message from the Town Manager

This last year tested everyone. It was a year that no one could have expected in the Town of Vegreville.

In 2020, home took on a new meaning for many of us. It was where we worked. It was where we felt safe. It was where we took care of our mental health. Our homes became our schools, shopping centres, places of worship, restaurants, gyms, and movie theatres.

Our ability to innovate, adapt and persevere was tested.

Our community has been directly impacted by the COVID-19 pandemic. Town Council and staff, residents, businesses, and community partners worked together to put the necessary measures in place to keep the community safe.

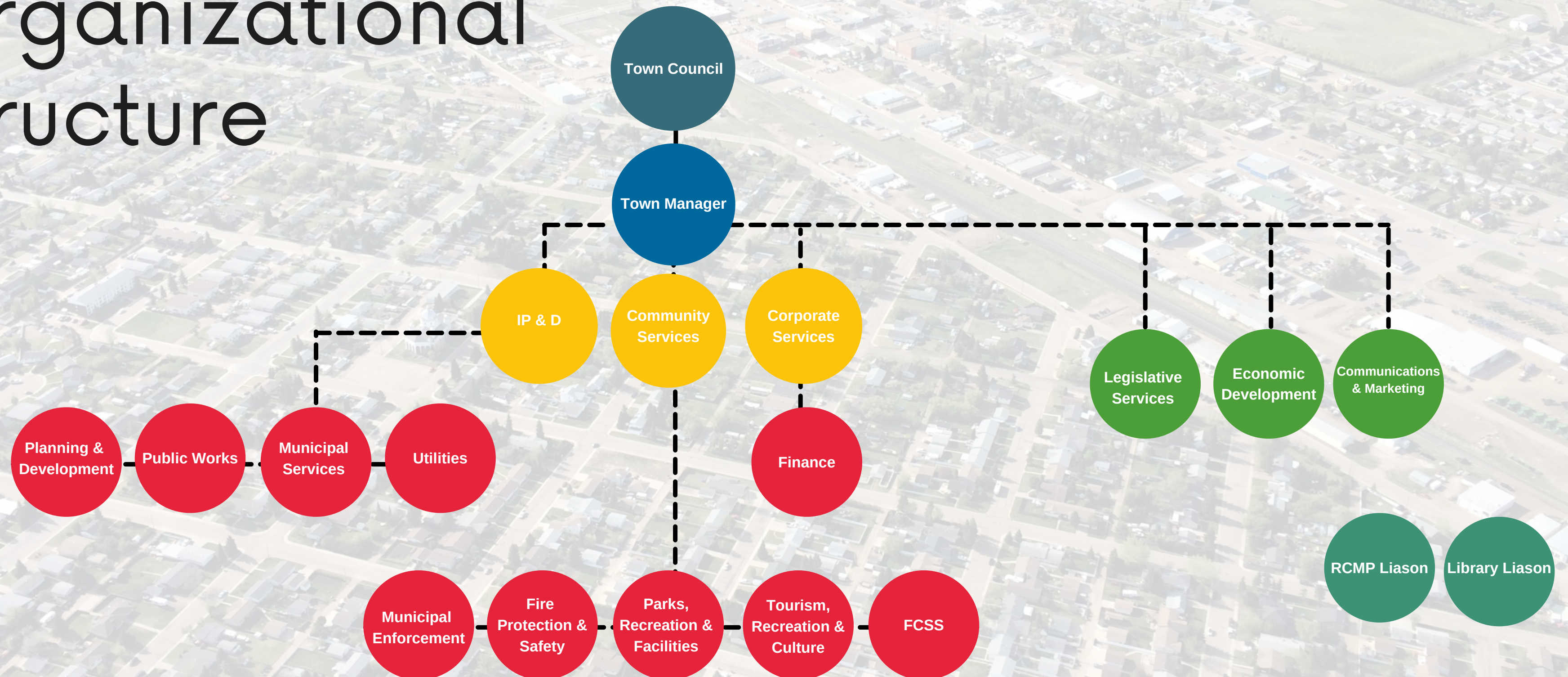
During the pandemic, the Town staff continued to make progress on the Town's 2020-2021 Sustainability Plan. The Annual Report highlights achievements and projects that were not only completed but also projects which are underway as we work toward ambitious goals in developing outdoor leisure and recreation spaces. Town Council placed a concentrated effort on Economic Development starting with the recent naming of Prosperity Industrial Park.

Our staff showed tremendous resilience, responsibility, and resolve to support one another and our community. I am proud of the progress that we have made despite the challenges we continue to face as a community.

CLIFF CRAIG
Town Manager



Organizational Structure





Part 2:

Meet Your Council

.....
PROGRESSION AMID THE
PANDEMIC

.....
2020 ANNUAL REPORT
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Councillor Lemko was elected to Vegreville Council in 2017 and is currently serving his first term. He has called Vegreville home for the past forty-five years and has always been an active member of his community. He endeavours to make a difference by trying to understand people's challenges and striving to improve their quality of life.

Councillor Brodziak was elected to Vegreville Council in 2013 and is currently serving her second term. She envisions Vegreville as a community working better together to make the Town a great place to live, work, play and eventually retire.

Councillor Warawa was elected to Vegreville Council in 2017 and is currently serving her first term. Tina views being a Councillor as a way to give back to the community that has helped her raise her sons and take her next steps in life.

Mayor Tim MacPhee was elected to Vegreville Council in 2013 and became Mayor in 2017. During his time as Mayor, his continued goal has been to ensure the enrichment of Vegreville and to assist in its economic growth.

Councillor Rudyk was first elected to Vegreville Council in 2010 and is currently serving her third term. During her time on Council, Taneen has been committed to achieving community resilience while working to strengthen regional networks.

Councillor Waters was elected to Vegreville Council in 2017 and is currently serving her first term. Ann ran for Vegreville Council because she has always felt it is important for people to have a voice in their community and she wanted to be that voice for them.

Councillor David Berry was elected to Vegreville Council in 2013 and is currently serving his second term. He says leaving the City eleven years ago and relocating his family to Vegreville was one of the best decisions he has ever made.



2020 BOARDS AND COMMITTEES

Assessment Review Board

D. Berry

M.D. Minburn Foundation

D. Berry & A. Waters

CAO Evaluation Committee

D. Berry, T. MacPhee & J. Lemko

Council Remuneration

T. Rudyk & A. Waters

Vegreville Economic Development Advisory Board

M. Brodziak & T. Rudyk

Vegreville & District Chamber of Commerce

M. Brodziak & A. Waters (Alternate)

Community Futures Elk Island Region

T. Warawa & J. Lemko (Alternate)

NE Alberta Information HUB

T. MacPhee & A. Waters (Alternate)

Vegreville Tourism Advisory Board

J. Lemko & T. Warawa

Municipal Emergency Advisory Committee

T. Warawa & J. Lemko (Alternate)

Vegreville & District FCSS Board

J. Lemko & T. Warawa

Vegreville & District Child Development Coalition

A. Waters

Vegreville Library Board

J. Lemko

Vegreville Regional Museum Society Board

D. Berry & T. MacPhee (Alternate)

Vegreville Region Physician & Health Attraction and Retention Committee

A. Waters & M. Brodziak (Alternate)

St. Joseph's General Hospital Community Board

D. Berry

Yellowhead East Health Advisory

T. Rudyk

Community Association for Last Success (CALS)

A. Waters

Solid Waste Committee

T. Rudyk & T. Warawa

Subdivision Authority

M. Brodziak, J. Lemko, T. Warawa & D. Berry (Alternate)

Subdivision & Development Appeal Board

A. Waters, T. Rudyk (Alternate)

Land Use Committee

J. Lemko, T. MacPhee, A. Waters & D. Berry (Alternate)

Intermunicipal Development Plan Committee

M. Brodziak, T. MacPhee & T. Rudyk

John S. Batiuk Regional Water Commission

T. MacPhee & M. Brodziak (Alternate)

Vermilion River Watershed Alliance

D. Berry

Northern Lights Library System Board

D. Berry & J. Lemko (Alternate)

MISSION, MANDATE & CORE VALUES

VISION STATEMENT

People our core, innovation our strength, community our intention

MISSION STATEMENT

Embracing change to create an enhanced quality of life by engaging our citizens in building a vibrant community.

CORE VALUES

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately.

- Adaptability
- Inclusivity
- Integrity
- Teamwork
- Vibrancy



Part 3:

Department Highlights

PROGRESSION AMID THE
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Economic Development

2020 started off with a strategic planning session with the Board members and the Economic Development Manager. Priorities were determined by the Board on four key pillars being:

- Innovation
- Business Retention, Investment and Attraction
- Land Development
- Residential Growth

In March, the Town and Economic Development Board hosted a very successful ‘Local to Global’ forum here in Vegreville which brought speakers and delegates from across the province.

Then the COVID-19 pandemic was declared. The Town and Chamber of Commerce produced a joint **#openinvegreville** campaign to promote the Vegreville businesses which were open in order that local trade area residents could support them. Economic Development also worked with Community Futures on a ShopHERE campaign which assisted small businesses to develop a website and online store. The current way of shopping changed from going to the store to shopping online.

We had the privilege of having Agriculture & Forestry Minister Dreeshen attend Vegreville for a meeting on hemp with business sector representatives. Later in the year, Economic Development, Trade & Tourism Minister Fir also visited Vegreville and toured a local business which produces a non-alcohol hand sanitizer.

The Town recognizes and rewards business in the C1 Commercial District who have made improvements to the façade of their building. In 2020, C1 Incentives totaled \$12,000.

The Town of Vegreville was successful in receiving an Investing in Canada Infrastructure Program [ICIP] grant for the development of an industrial hemp park in Vegreville. This park was named in early 2021 as Prosperity Industrial Park. The development and construction will commence in the summer of 2021. Numerous meetings with hemp companies were held throughout the year both in person and virtually.

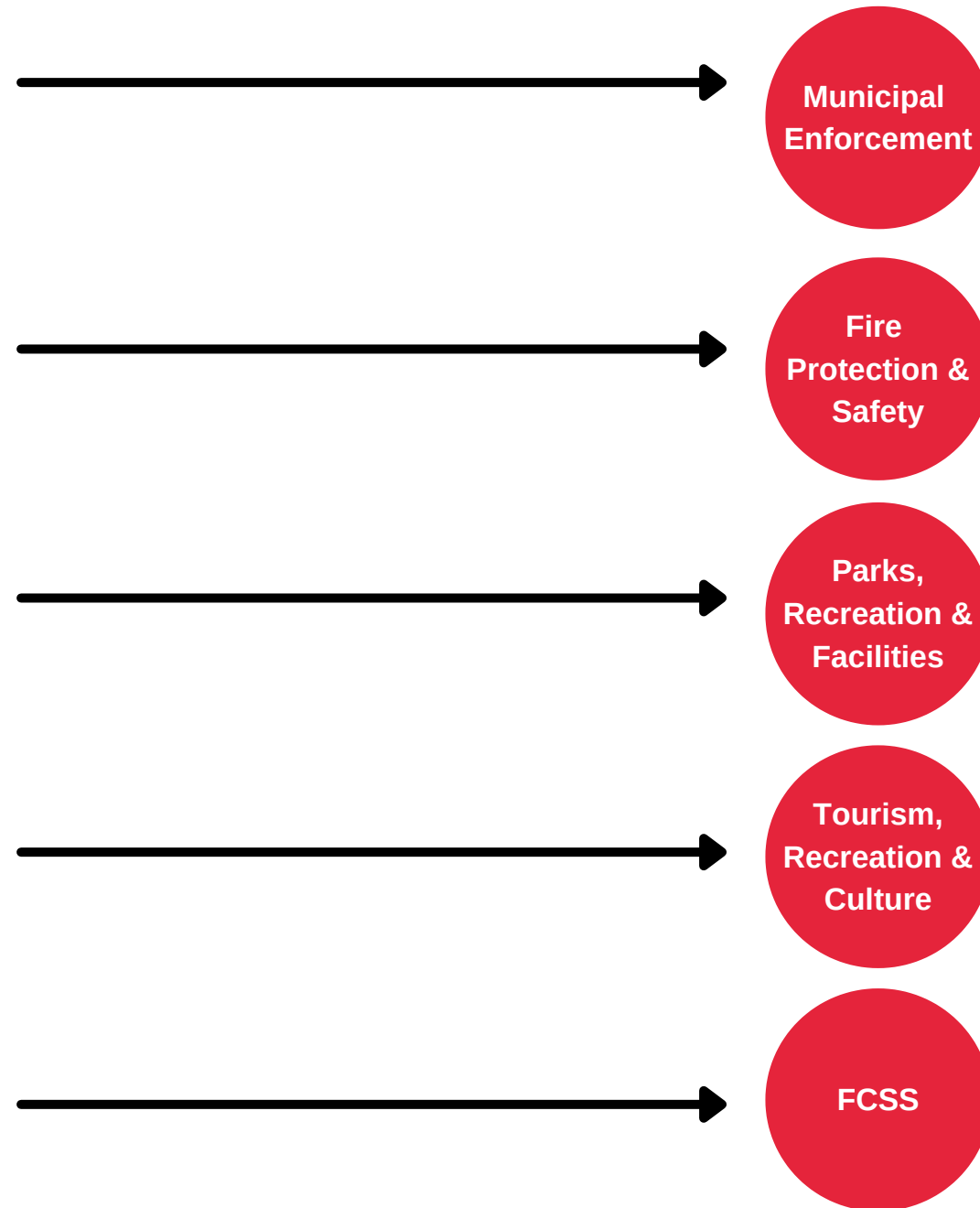
2021 will prove to be a tremendously busy and active year, especially for economic development in our community.

Community Services



PHIL ROWE

Director, Community Services



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Community Services is a large and rather diverse department within the Town of Vegreville. The department works tirelessly to ensure our residents have access to recreational, social, and cultural activities, while protecting their well-being and day-to-day life in Vegreville.

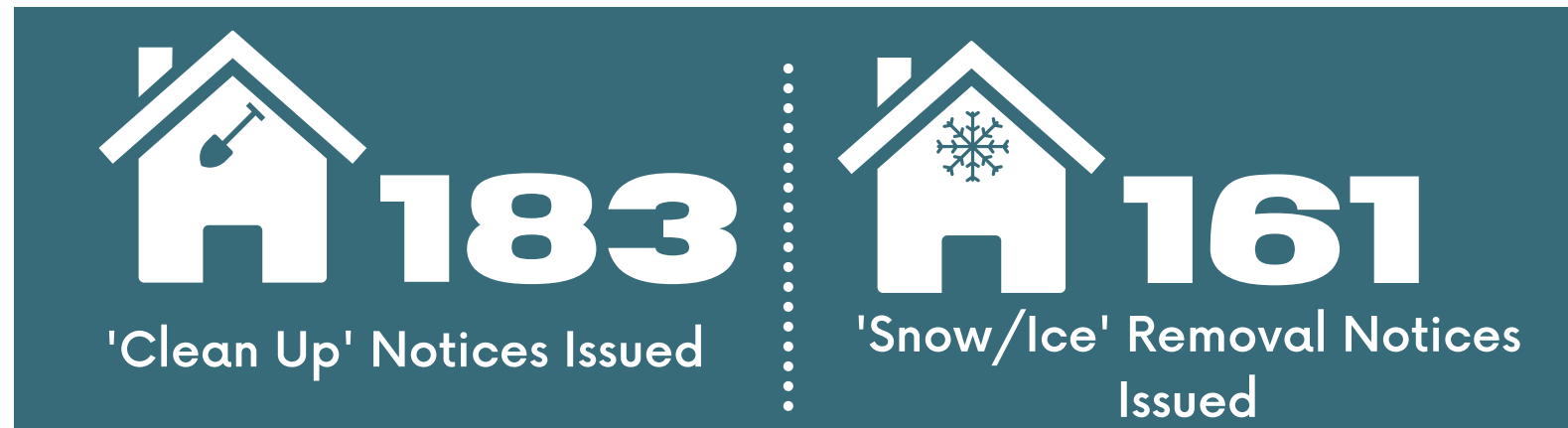
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Municipal Enforcement

In 2020, the Municipal Enforcement Services Department had another successful year with a number of occurrences and complaints resolved.

Throughout the year, considerable time was spent meeting with property owners to educate them regarding the Town of Vegreville's "Community Standards" Bylaw. However, overall compliance from property owners was good.



During phase 1 and 2 of COVID-19, our department reduced traffic enforcement unless violations were blatant. This was done in an attempt to minimize officer contact with potential carriers of COVID-19. Traffic enforcement and education in the community remained a big part of our duties after all bylaw complaints have been either followed up on, or the files concluded. Regular patrols were conducted throughout the community using conventional radar and laser. Enforcement in school zones, playground zones and bus lanes continued to be priorities. Key areas where complaints were received by the Detachment Commander were patrolled in an attempt to curb speeding motorists and other traffic violations. Additionally, digital speed zone signs were relocated in attempts to slow down motorists. Response from town residents regarding the digital speed signs was extremely positive and has resulted in motorists slowing down.

Considerable time was spent working with the Prairie Tails volunteers. Cameras were installed, kennels were organized, protocols and procedures were established while donated food was picked up weekly. Additionally, we focused on stray animal pickups, finding homes for orphaned animals, and assisting with fundraising events. The dedication from the volunteers was, and continues to be, exceptional and the Town of Vegreville is very fortunate to have such a dedicated group of volunteers spearheading this organization.

In 2020, over 48 dogs were brought into the Prairie Tails Animals Shelter with the majority returned to their owners. Over 225 cats were brought into the shelter. The majority of which were feral.

Throughout 2020, our department received calls about "Black Knot" fungus infestations. We advised property owners how to control the spread of the fungus on their trees and information packages were given out.

In 2020, a very aggressive approach was taken to eradicate the spread and growth of "Scentless Chamomile", a designated Noxious Weed in accordance with the Provincial Weed Control Act. Property owners were compliant, which resulted in spraying and cutting the problem areas. There is "no quick fix" to this problem as a seed may lay dormant for 30-40 years and a large plant may produce up to three million seeds.

2020 also saw the Municipal Enforcement Services Department, RCMP, and Alberta Fish & Wildlife team up with the Vegreville Christmas Bureau to "Fill a Cruiser with Toys". The event was a huge success with close to \$4,500.00 collected in cash donations as well as nearly 15 truck loads of toys, non perishable food items and clothes.

Our Officers patrolled the Towns of Mundare, Tofield and Lamont as well as the Village of Andrew and the Hamlet of Willingdon in addition to Vegreville, having signed three year contracts with those municipalities. In March, April and May however, patrols to those municipalities were suspended due COVID-19 Pandemic concerns.

COVID-19 resulted in our Community Peace Officer Appointments being amended to enforce certain AHS regulations in the event that the RCMP or a Health Inspector could not attend the complaint. In phase 1, we conducted foot patrols to businesses in attempts to educate them regarding barriers, sanitizing procedures, when masks were to be worn, social distancing procedures and the number of customers that could be in a business or facility at any one given time. Cooperation from the citizens and business owners in our community was awesome and education was a key component in all follow up investigations.

In closing, we feel that 2020 was a successful year and look forward to working with Town Council, Administration and the citizens of Vegreville in 2021.

Fire Protection & Safety



PERSONNEL

In February 2020, the VFD saw a change in Leadership. Fire Chief, Philip Rowe accepted the position of Director of Community Services for the Town of Vegreville and therefore had to resign his position as Fire Chief. We thank Chief Rowe for his outstanding dedication and commitment to the safety of the Community. With this vacancy, Chris Jardine was promoted to Fire Chief of the Vegreville Fire Department.

This promotion was the start of many promotions within the VFD:

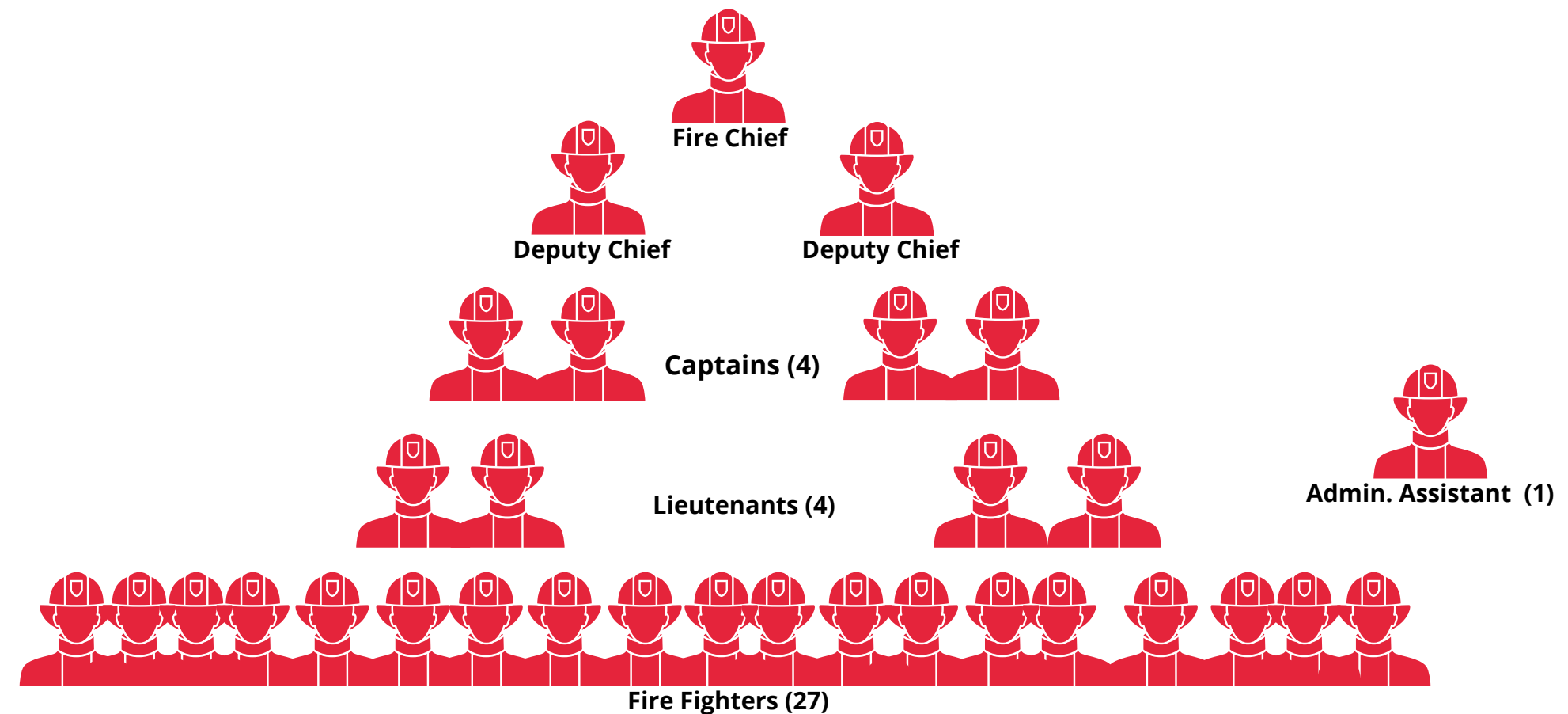
- Captain Gary Faas was promoted to Deputy Chief
- Lieutenant Steve Mervin was promoted to Captain
- Lieutenant Marshall McKenzie was promoted to Captain
- Firefighter Johnny Dyck was promoted to Lieutenant
- Firefighter Amanuel Webshet was promoted to Lieutenant
- Firefighter Adam Denine was promoted to Lieutenant

These internal promotions show the recognition of the dedication and commitment these members have for the community.

Despite COVID, the VFD was able to maintain their highly trained personnel numbers.

We were also fortunate to bring new faces to fill the ranks. A number of paid on-call/volunteer departments in the province struggle with personnel and manpower issues, while the VFD has been very fortunate to employ some of the best and most dedicated members of this community. From the newest members to the experienced senior officer/chiefs, the VFD has a core group of highly trained, highly skilled first responders that protect the citizens of Vegreville and County of Minburn.

As of December 31, 2020, the VFD has a compliment of 39 members which include;



One dedicated long service member retired from the VFD after 30 years of dedicated service. We thank Fire Fighter Alan Robert for his commitment to community excellence.



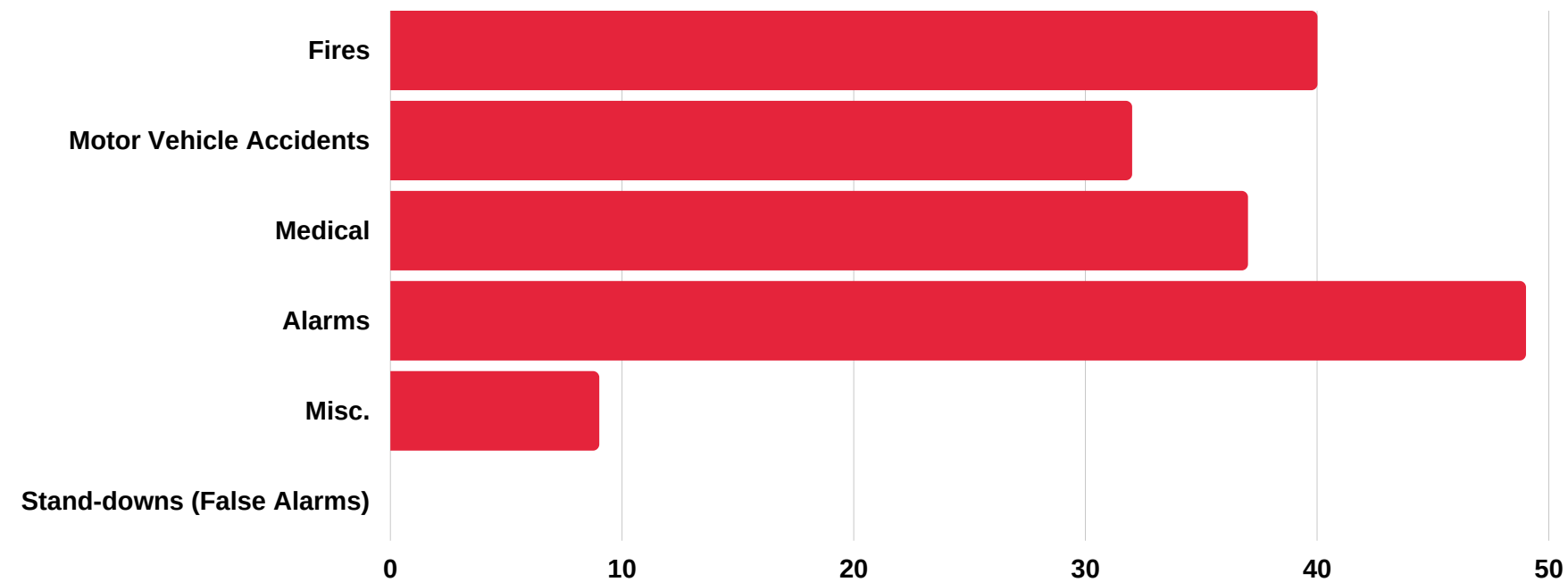
Fire Protection & Safety

2020 was an interesting year for the Vegreville Fire Department/Vegreville Emergency Services (VFD).

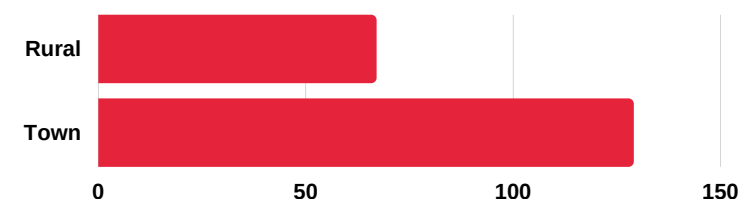
Despite all the COVID-19 related restrictions, the VFD strived to ensure that all of the members continued to receive appropriate training and were able to continue responding to all of the Emergency Responses calls. Even with restrictions in place, training continues to be the primary focus for the department, as it is around the province for smaller municipal departments.

INCIDENTS

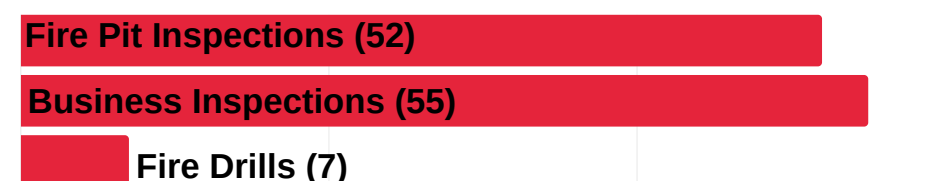
In total the department received 196 calls, which made for one of the busiest years on record.



CALLS BY AREA



INSPECTIONS



SITE EVALUATIONS AND EMERGENCY RESPONSE PLANS REVIEW

Inspections and pre-fire plans are initiated and updated as needed. Periodically throughout the year, pre-fire plans are shown to our members along with a scenario for training discussion. This gives members an opportunity to view a potential incident on paper and work through the potential hazards and difficulties they may face. In 2020, due to the restrictions with COVID, we were not able to perform as many site inspections however we completed site evaluations at the following locations:

- Viterra
- Prairie Crop Management
- Multiple Town Facilities
- Assisted living facilities: Heritage House, VALID Residences, WJS Residences

TRAINING

The Fire Department is continuing to raise funds for the proposed training center. We have received generous donations from businesses and members of the community and surrounding area. Groundwork began on the site directly west of the Emergency Services Building and Props are beginning to be placed in the area.

Weekly training nights were typically held every Wednesday, 7:00 PM to 9:00 PM, at the Emergency Services Building (ESB). However, with the COVID restrictions during 2020, we have had to change our instructional delivery method to accommodate. For the first few months of the restrictions, training nights consisted of Zoom meeting practices in order to go over the classroom instruction of the training. As restrictions temporarily lifted, we were able to resume face to face practices but with restrictions in place. Due to these restrictions, practices were split so half the members would practice at the ESB on Monday nights and the other half would train at the ESB on Wednesday nights. This ensured that proper distancing and contact controls could be maintained

The Junior Firefighter program, a program designed to encourage young people from the two High Schools in Vegreville to become members of our VFD continues to be an integral part of our operations. This program fluctuates from year to year with successful applicants. 2020 did not see any new Junior members apply to the VFD due to COVID restrictions however there is a plan to incorporate Junior Firefighters in the 2021 season.

Parks, Recreation & Facilities

Overall, 2020 was a very challenging year for all three of the departments and we would like to commend all of our staff for their exceptional work. They contributed and completed numerous projects during the year, that would have normally been contractors, saving the town money to help offset the losses that we incurred amid the pandemic.



2020 PROJECTS

FACILITIES

SOCIAL CENTER

- Full repaint of the interior and kitchen area
- Installed higher quality Wi-Fi in the hall

MULTIPLEX (CURLING RINK)

- New front entrance flooring

EMS BUILDING

- New interior LED lighting

POST OFFICE

- New accessible door for entrance into building

RCMP BUILDING

- Finished landscaping at the front

RECREATION

ARENA

- New upstairs storage area and upgraded viewing with new windows along the wall and windows in the doors
- Funded by the Wally Fedun donation

POOL

- Upstairs dance studio was all repainted and a new kitchen area installed for birthday parties and rentals

RIVERVIEW BALL DIAMONDS

- New backstop at diamond 3
- New bullpen for diamond 2

PARKS

VIC

- Updated interior of the VIC with new features
- Installed art posts for the Vegreville Visual Artists within boulevards and other locations around town

CENOTAPH PARK

- Partnered with the Legion to put in a walking trail, benches and numerous flower beds to enhance the beauty and usability of the park

Tourism, Recreation & Culture

2020 was a year of community collaboration, creative innovation, and realistic positivity for the Tourism department. Partnerships with industry partners and out-of-box planning safely provided residents and regional visitors with successful events, fresh initiatives, and new opportunities to #ExploreVegreville. The community enjoyed touring parades including the 'Lights of Hope' Parade, cruising car shows, and Santa Claus Tour, as well as new initiatives such as drive in fireworks, drive through parades, and Main Street Trick or Treat.



PAINT THE TOWN

The Town of Vegreville Tourism Advisory Board (VTAB) Paint the Town mural initiative is dedicated to revitalizing our downtown core, activating public spaces with public art, and fostering community spirit while paying homage to our heritage and Vegreville's world famous Pysanka. Artist Brie Adkins of Entwistle, AB returned to complete a stunning and colourful full wall mural to compliment her 2019 'Learning to Share' vignette.



ARTWALK 2020

ArtWalk 2020 focused on showcasing accessible outdoor art installations, showcasing 16 new art posts created by VVA – Vegreville Visual Artists. Patrons were encouraged to take advantage of our FREE Borrow-A-Bike program and tour around the community on one of five bikes available for use at the Visitor Information Centre.



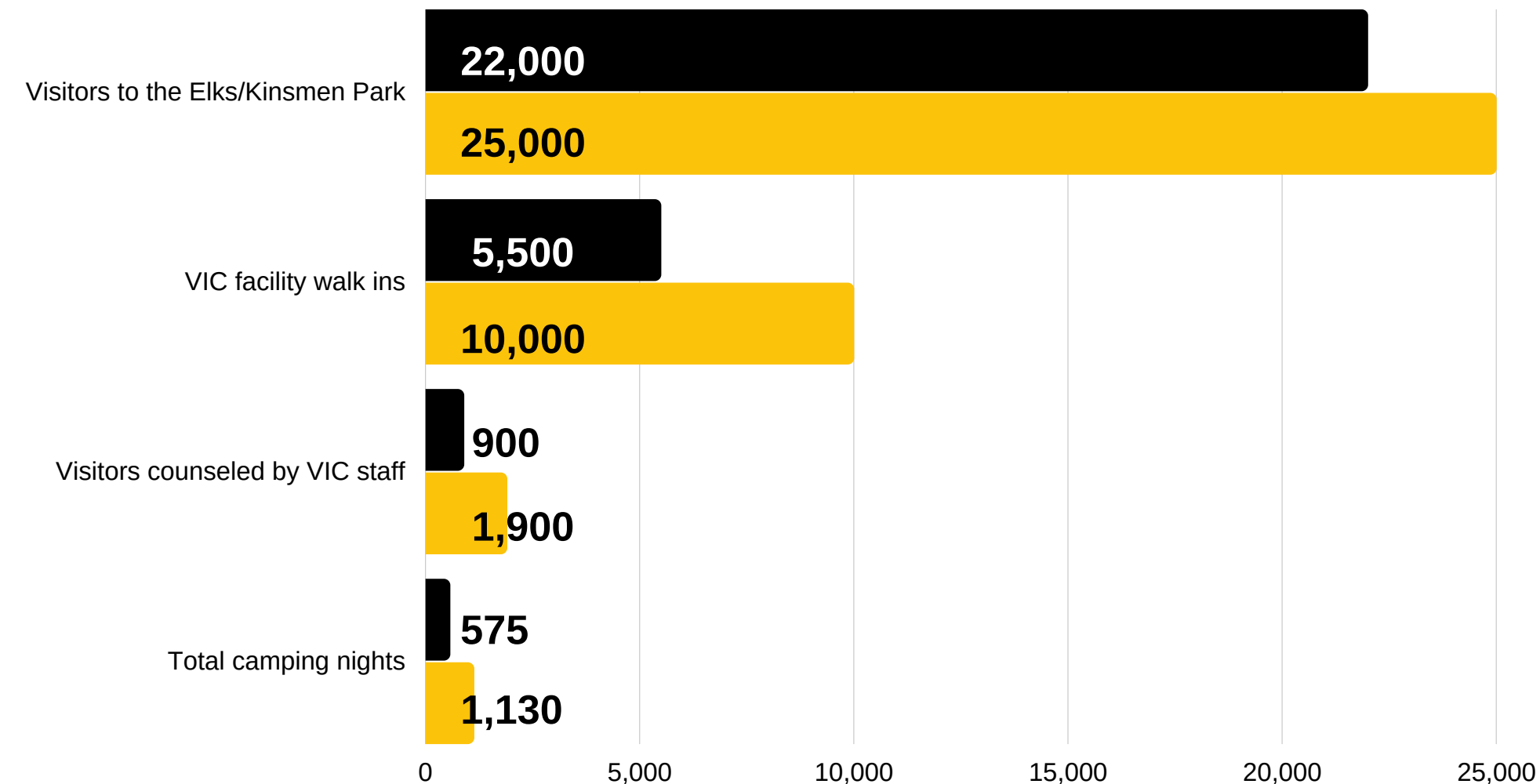
VEGREVILLE CORN MAZE

The launch of the Vegreville Corn Maze clearly demonstrates the power of partnerships, as we were able to safely welcome over 3,000 visitors to our attraction and support local businesses while raising over \$15,000 for local non-profits. Something seemingly small had the power to be transformative and allowed us to reaffirm our value and place in the tourism makeup of Alberta.

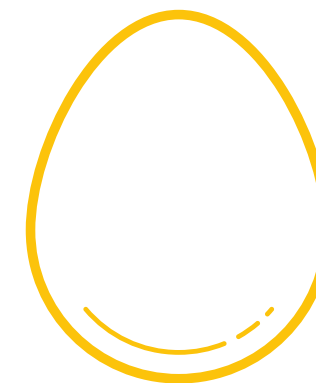
Tourism, Recreation & Culture

VISITOR INFORMATION CENTRE

The friendly trained staff engaged with thousands of visitors throughout the peak tourism season, offering travel advice, campground services and concession and souvenir sales. As the welcoming faces of our community, the staff shared their pride and knowledge of our region with residents and visitors while navigating new guidelines and health measures.



According to a 2020 Survey ...



66.9%

Visitors to Vegreville that came to see the Pysanka



37.2%

Visitors to Vegreville were 'just passing through'



40%

Visitors to Vegreville that purchased Souvenirs

37%

Visitors to Vegreville that purchased Meals

36%

Visitors to Vegreville that purchased Fuel

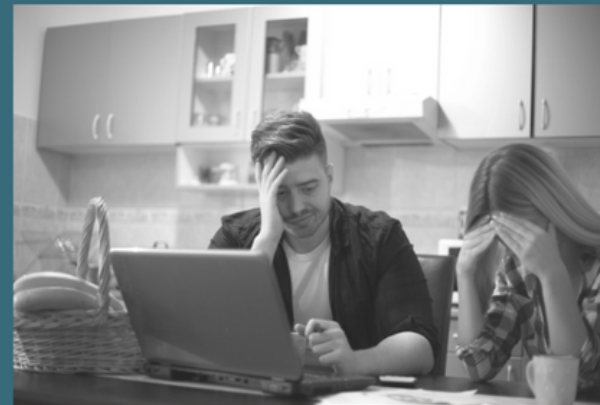
Family & Community Support Services

The Vegreville & District Family & Community Support Services Department is building a strong community to support the diverse needs of residents. We work hard to strengthen and maintain the Town of Vegreville's goals to enhance the quality of life by engaging our citizens in building a vibrant community.

Vegreville & District FCSS Top 4 Priorities 2018-2021



Priority 1: Connection & Inclusion. Building connections within families, neighbourhoods, and organizations to increase positive attitudes and community pride.



Priority 2: Coping Skills: Financial Empowerment & Mental Health. Community members are increasingly aware of the issues and feel empowered to take action.



Priority 3: Youth Engagement. Involvement of youth to create positive social change. Development of opportunities for youth to be involved in making decisions that affect themselves and others.



Priority 4: Transportation. Support community members to develop new approaches and address the lack of public or private transportation options.

WE ARE HERE FOR YOU DURING AND AFTER THE PANDEMIC!

Our department was quick to respond to the changing needs of the community with the pandemic restrictions. We worked with all levels of government and other agencies to find ways to safely modify and continue to deliver programs and services that the residents required.

CHANGES TO PROGRAMMING DUE TO COVID-19

DEVELOPMENT: Welcoming, Inclusive and Connected Community (WICC) and Covid-19 Community Assessment.

NEW: Friendly Faces Delivery Program and Seniors Link-In Calls (SLIC) Program.

MODIFIED: Community Volunteer Income Tax Program, Meals on Wheels, Sizzlin' Summer Day Camp, After-School Programs, Counselling Services, Seniors Supports, our "When Life Gets Complicated" Supports, and National Volunteer Week.

SAME: Subsidized Housekeeping Program, Jr. Leader Program, Community Services Directory, Information & Referrals, and Supports for Non-Profits.

Family & Community Support Services

IMPACTS THAT LAST! Providing connection, skill development, and a sense of a community during a pandemic!



Number of
Grants Received
totaling over
\$595,000

Welcoming, Inclusive and Connected Community (WICC)

In the fall of 2020 the FCSS department was assigned the task of establishing a Welcoming and Inclusive Communities (WICC) strategy within the Town of Vegreville. The purpose of implementing a WICC strategy within the community is to assist with the development of policies, practices, tools, and resources to help the community identify and address issues related to accessibility, racism, discrimination, barriers to inclusion, and marginalization of groups of residents.





Family & Community Support Services



After-School Programs are available for 3 different age groups K-3, 4-6, and 7-12:

- Due to the pandemic programs had to relocate to the old RCMP building.
- 30 youth registered with an average of 23 youth attending each week from September to December.
- Youth reported that they wanted their own space moving forward.

Sizzlin Summer supports the development of interpersonal and social skills, self-esteem, service to others, and friendly community:

Due to the pandemic this program had to relocate to Vegreville Agricultural Society, Multiplex and it turned out to be the most efficient and effective space our team has had to deliver the program!

Total Registrants: 35



Seniors' Link-In Calls actively engage seniors who are isolated, by reducing barriers that seniors encounter in participating in community social activities:

- Topics and issues are based on what older adults have identified as important.
- Provides a chance to meet new people and develop friendships.
- Increases recreational and physical activity, knowledge and skills.
- Preventing elder abuse and fraud against seniors.
- Supporting healthy aging in the community.

Vegreville & District FCSS successfully obtained the Government of Alberta's Family Resource Network (FRN) grant to provide Vegreville with a community based centre that focuses on child development and well-being, caregiver capacity building, and social supports and connections.

Some of the programs include:

- Daddy & Me
- Messy Art
- Parent Hour is The Best Hour
- Nature Sprouts
- Triple P Parenting Supports

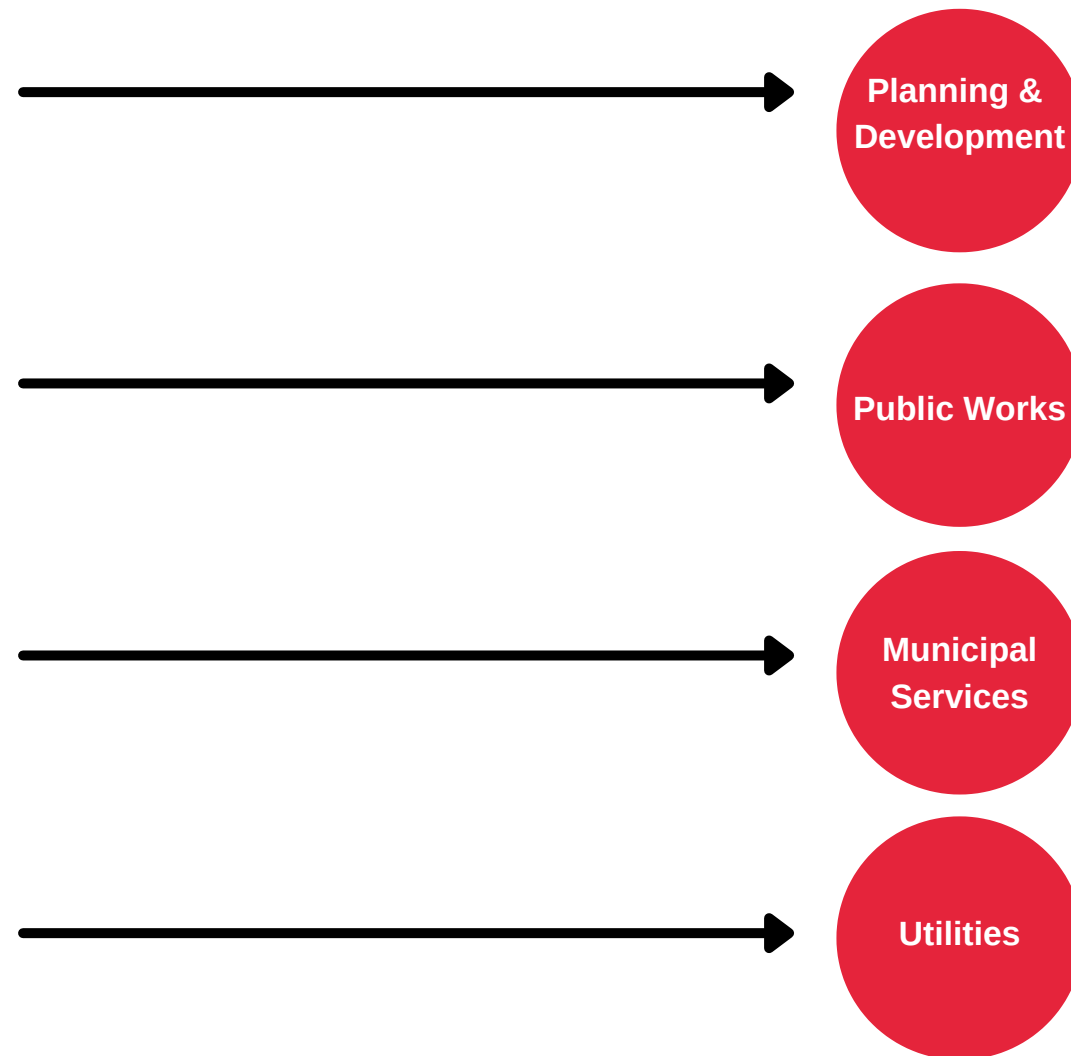


Infrastructure, Planning & Development



DALE LEFEBVRE

Director, Infrastructure, Planning &
Development



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The Infrastructure, Planning & Development department carries several robust responsibilities that contribute to the ongoing growth and operation of the Town of Vegreville. The department oversees roads, utilities, waste management, fleet services, the Riverside Cemetery, the Vegreville Regional Airport, the Vegreville Sanitary Landfill, the Vegreville Recovery Materials Facility, and overall land use planning and development activities.

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Planning & Development

2020 Capital Works Projects Completed

- 51 Street from 48 Ave to 52 Ave
 - Sanitary sewer replaced, concrete repaired and road reconstruction complete
- 48 Avenue from 52 St to 53 St
 - Concrete repaired and road reconstructed

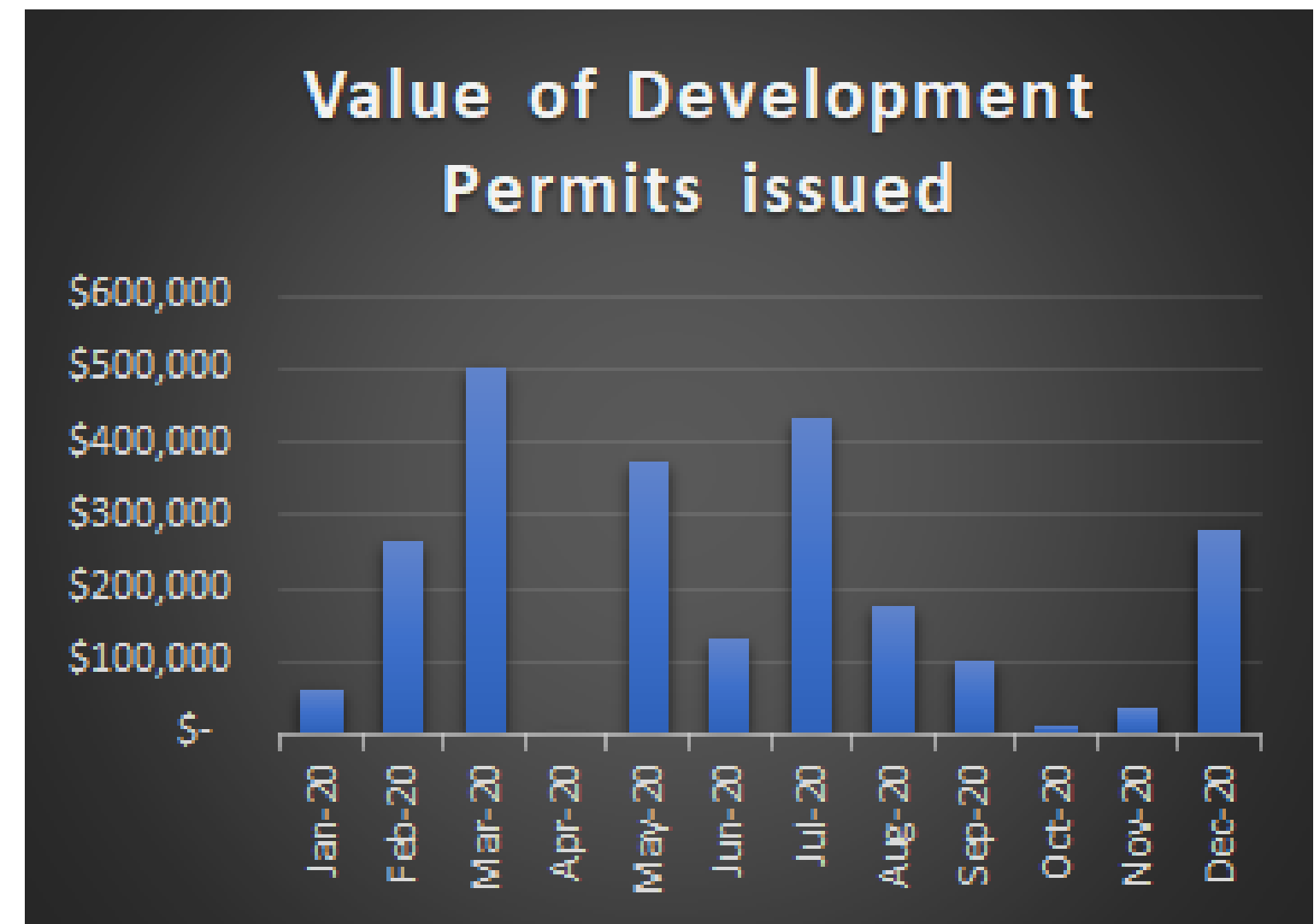
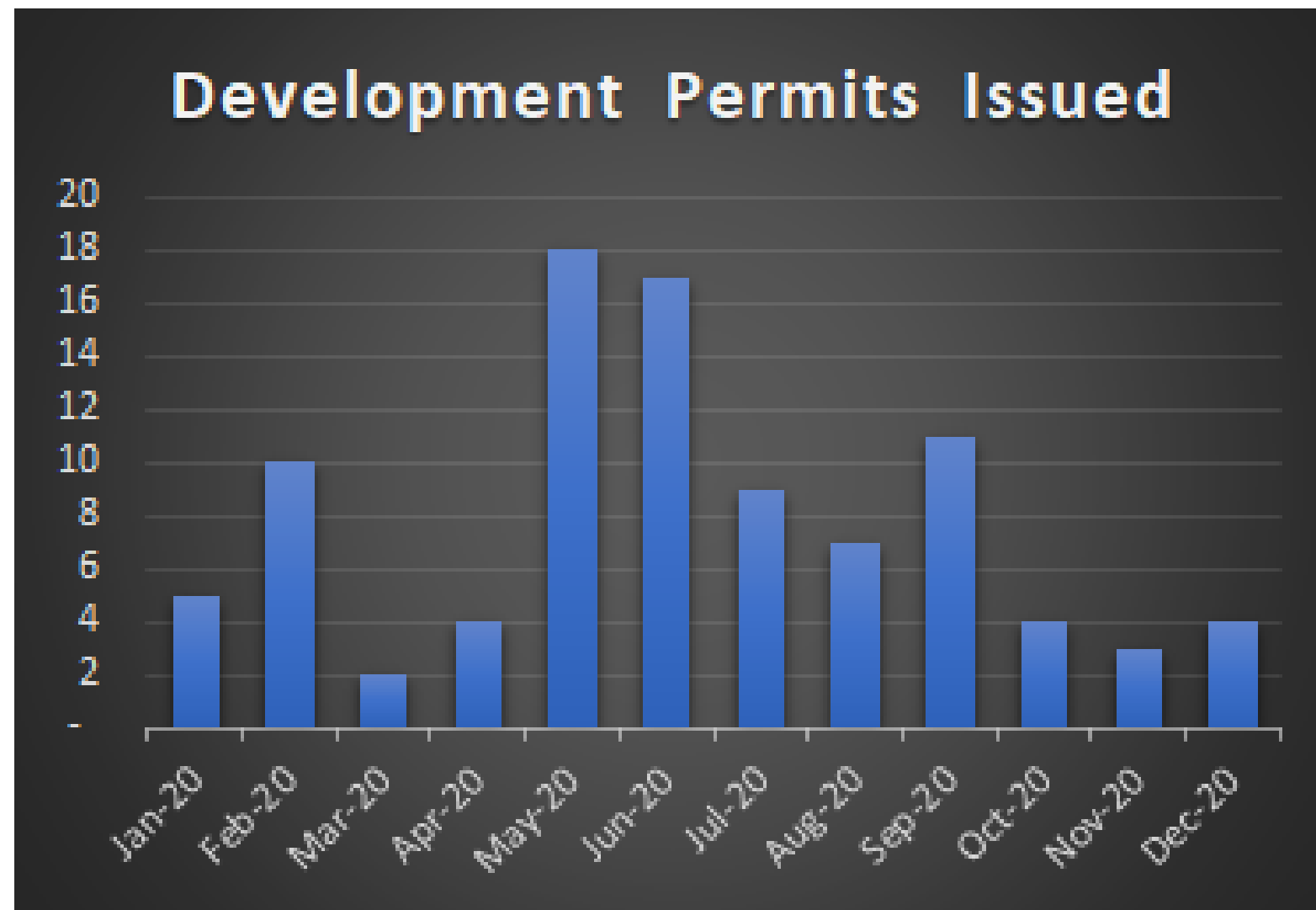
Other Projects Completed in 2020

- 50 St CN Crossing
 - New signals installed, CN installed the new concrete crossing and the project was completed with a new asphalt apron and concrete sidewalks
- HWY 857 (South of HWY 16A) Bridge Replacement
 - Alberta Transportation project replacing the bridge on Hwy 857 was completed and opened after 18 months of being closed.



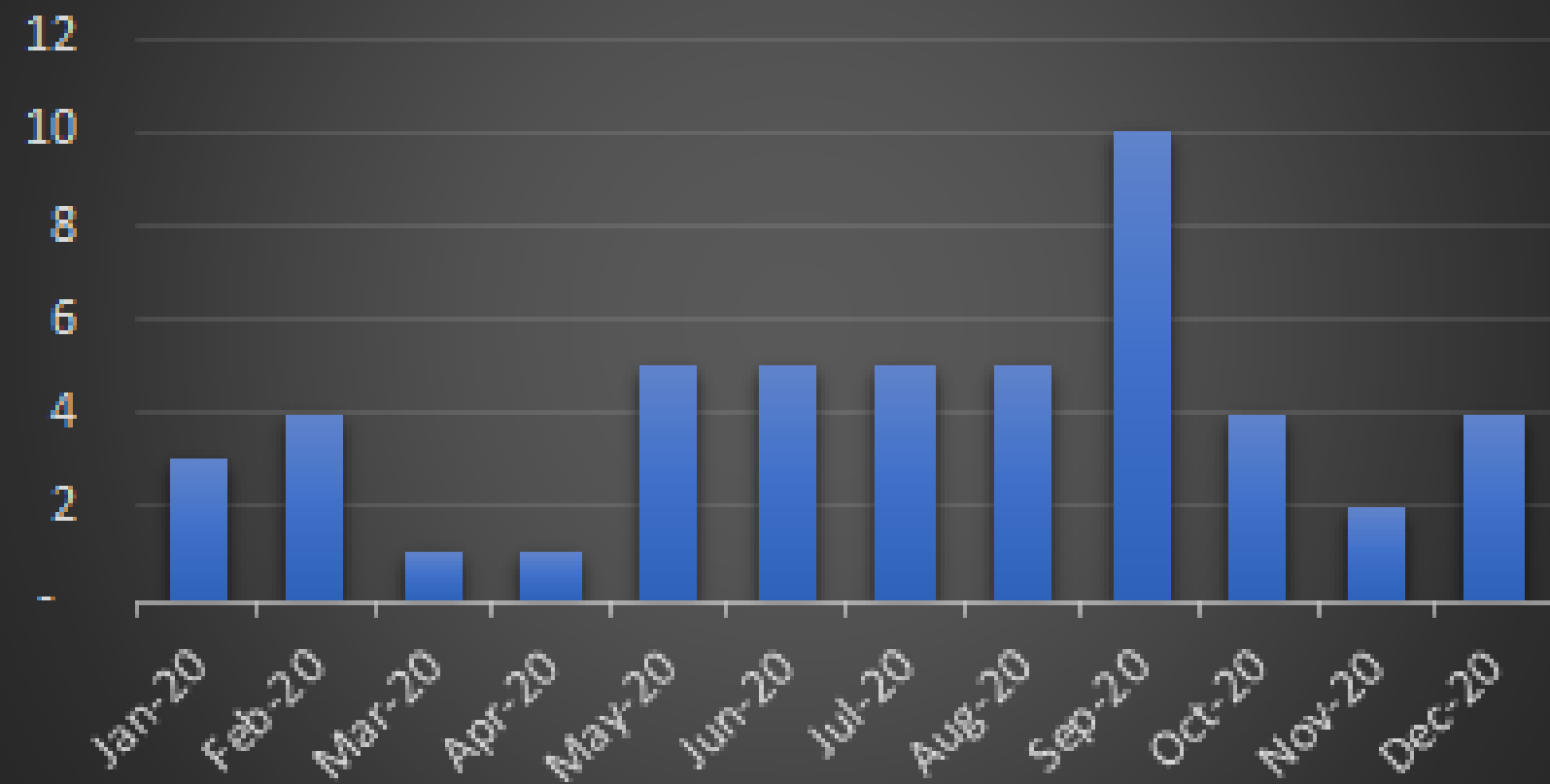
Development & Building

Development permits and building permits are required for most new developments and changes of land use. A development permit ensures that development in the Town of Vegreville meets the requirements of the Town's Land Use Bylaw and the building permit ensures that the development meets the requirements of the Alberta Building Code.

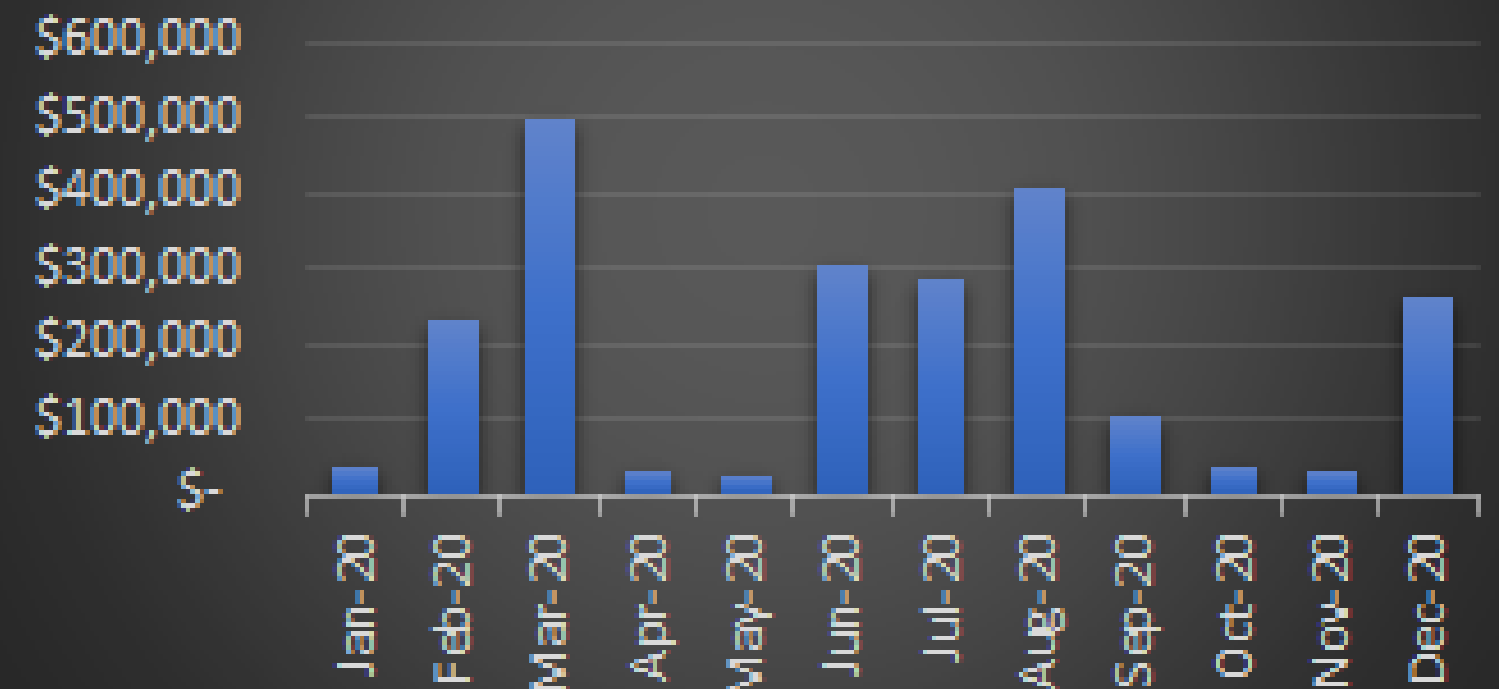


Development & Building

Building Permits Issued



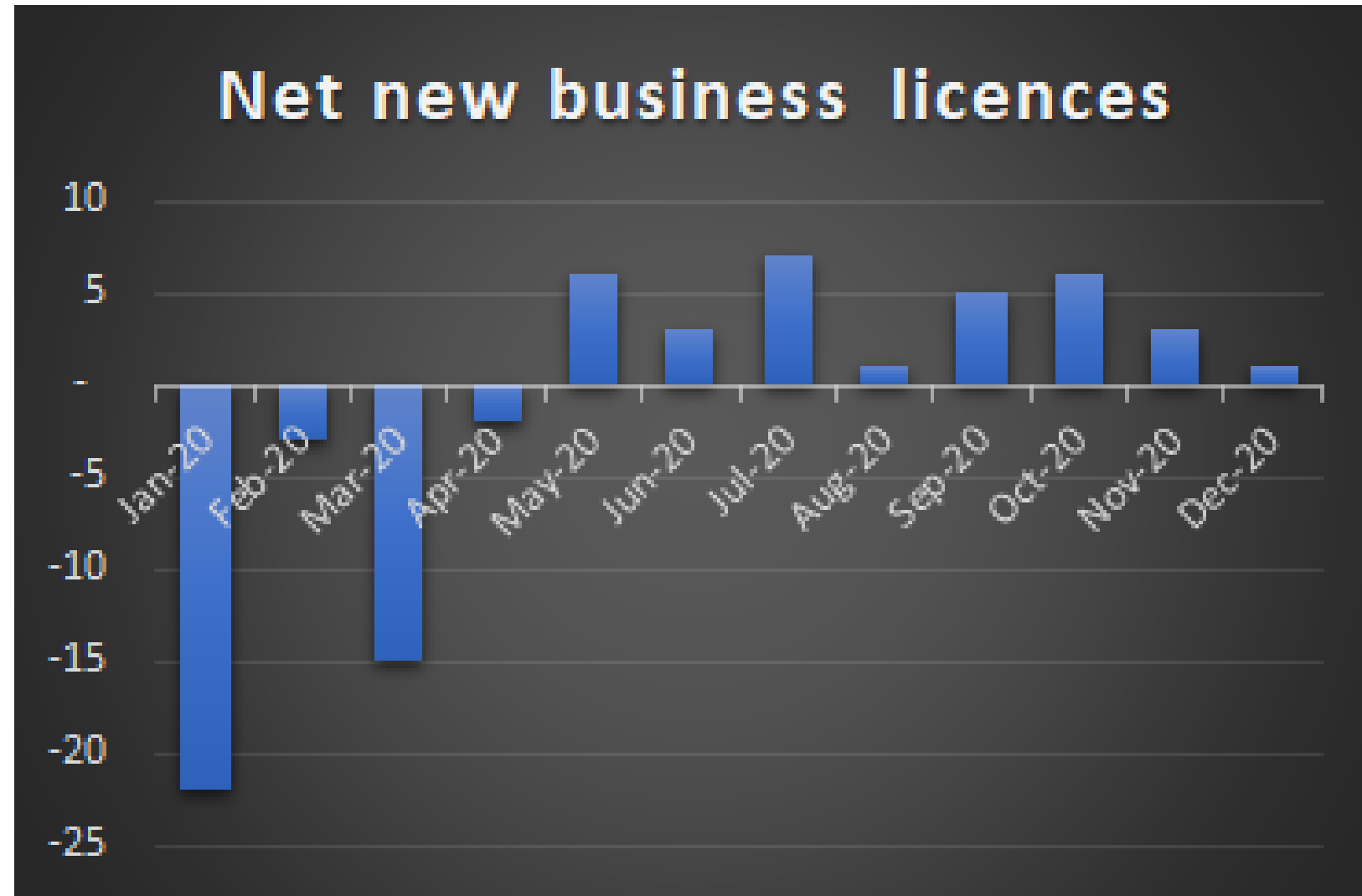
Value of Building Permits Issued



Business Licencing

Business Licenses are issued annually and expire on December 31. All business operating within the corporate limits of the Town of Vegreville must purchase/renew their licence by February 28 of each year.

Business Licenses are a way of tracking the economic prosperity of businesses and are vital to the collection of business information that the Town of Vegreville uses to adjust services and the meet the needs of the local economy. There are several different types of business licenses in Vegreville such as Resident-Commercial, Non-Resident Commercial, Seasonal Businesses, Non-Resident General Contract or Home Occupation - Minor and Major.



Information collected in the licensing process goes towards populating external resources like the business directory at Vegreville.com, which helps connect prospective customers with the services local businesses offer. Town Council believes in creating a welcoming environment for local businesses - where new businesses are welcomed with open arms and existing businesses are celebrated for their valued contributions to the Town of Vegreville.

Public Works Department

The Public Works Department is responsible for the maintenance and repair of 61 kilometers of roads, 54.5 kilometers of water mains, 53 kilometers of sewer mains, 26.9 kilometers of storm sewer lines, valves, fire hydrants, sidewalks and rear lanes. They are also responsible for the maintenance of Riverside Cemetery and the operation and maintenance of the Vegreville Regional Airport.

2020 Projects

- New storm swale along 47 Street to alleviate drainage issues on 54 Avenue.
- An asphalt topcoat was applied to a portion of 49 Avenue and 51 Avenue to extend the usable life of the roadways.
- New columbarium and entrance signage installed at Riverside Cemetery. The columbarium includes 60 regular Niches and a new feature of a Community Niche with space for 330 satin urns.



- A new roof using recycled rubber slate-look shingles was installed on the old columbarium. The Town received a \$950 grant from the Alberta Recycling Management Authority for the project.



- Following requests from residents, the Town applied to Alberta Transportation for the installation of two new solar crosswalks across Highway 16A. Alberta Transportation installed them as part of their other projects in the area at the intersections by Dairy Queen (48 Street and Highway 16A) and Outlaw/Vantage Builders (47 Street and Highway 16A)





Municipal Services Department

The Municipal Services Department is responsible for the Town's fleet of trucks and equipment, garbage collection, recycling and compost collection, the operation of the Vegreville Sanitary Landfill, and the operation of the Vegreville Materials Recovery Facility.

Waste Reduction

The Town of Vegreville's Recycling Program diverted 1,433,000 pounds of recyclable material from the Landfill in 2020. That's the equivalent of 35.5 tractor trailer loads.



The Municipal Services Department is in the planning stages of a redesign for the Landfill Entrance Operations. The plan is to make the entrance a transfer station where residents will drive in the gate and deposit their waste and recycling at the entrance. The operations plan will also include an update to our scaling operations for commercial haulers. The focus is on visitor safety and ease of disposal, as well as streamlining operations of the landfill itself.

Utilities Department

The Utilities Department is responsible for the distribution of water, the collection and treatment of sanitary sewer, and oversees the operation of these systems in other municipalities in our area.

Contracted Utilities Services:

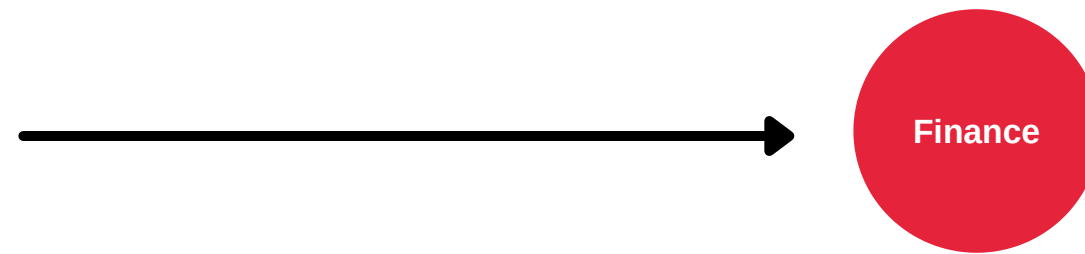
- ACE (Phases 1-3)
 - Ph 1 Vegreville to Willingdon & Two Hills
 - Ph 2 Vegreville to Vermilion
 - Ph 3 Two Hills to Myrnam
- Innisfree
- Andrew
- Lavoy
- Mundare
- Two Hills



Corporate Services



PAUL CASEY
Director, Corporate Services



“

The Corporate Services department is responsible for all financial information for the Town of Vegreville including operating and capital budgets and plans, financial statements, property taxation and utilities.

”



Financial Management & Control

The Town of Vegreville is required by provincial legislation to prepare annual financial statements by May 1 for the immediate preceding year. These statements are consistent with principles and standards for financial reporting established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada as required by the Municipal Government Act.

Canada's public sector accounting standards aim to ensure that a public entity's financial statements:

- account for the full nature and extent of the financial affairs and resources that the entity controls;
- show the entity's financial position at the end of the fiscal period, so the entity's ability to finance its activities and provide future services can be evaluated;
- describe the entity's change in financial position during the fiscal period; and
- demonstrate the entity's accountability for the management of the resources, obligations and financial affairs for which it is responsible.

This means that financial statements should provide readers with a clear understanding of the assets, liabilities, revenues and expenses of the entity in question. Public sector financial statements are prepared using the accrual basis of accounting. This method records transactions and their effect when they occur, which is often in a different period than when the associated cash exchanges to settle the transaction.

Three separate statements make up a full set of financial statements. The three separate financial statements, are described briefly below and in more detail in the pages that follow.

“

Statement of Financial Position

This overarching statement summarizes a municipality's financial position at a point in time. Changes in the financial position of the entity are summarized in the following three statements.

”

“

Statement of Operations

This statement explains the change in the overall financial position of the entity during the accounting period.

”

“

Statement of Cash Flow

This statement explains the change in cash and cash equivalents from the prior year and provides important information about the entity's ability to generate cash to meet its cash requirements.

”

Financial Control and Accountability

The Town maintains a number of processes and financial controls to ensure that accountability is maintained, and that management is able to proactively identify and address financial challenges.

Financial Governance

Notwithstanding that the Town's management is responsible for the preparation of the management discussion and analysis and financial statements, Town Council requires a review of policies, procedures and internal control mechanisms. This includes a review of the monthly cash reports, quarterly variance analysis reports provided for March, June and September each year, annual unaudited financial report, audit findings, significant or unusual financial transactions and accounting treatment or estimates. 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 external auditor and providing general financial authority and oversight.

Budgeting

The Town uses two separate budgets, the Capital Budget and the Operating Budget. On December 16, 2019, Town Council approved the Town's Operating Budget for 2020. The Operating Budget is the financial plan that provides the foundation for the Town to implement business plans and operationalize Town Council's priorities in 2020.

In the weeks and months preceding budget approval Town Staff and Town Council met several times to discuss Council priorities. The 2020 operating budget includes the required revenues to fund the Town's deliveries of desired programs and services to the community and represent Council's priorities as represented in the Town's Strategic Plan. Please note that the Town's 2020 operating budget is prepared on the modified cash flow basis. Based on this method the Town uses tax revenue, reserve transfers and government transfers to balance its operating budget.

The 2020 operating budget includes items that are ongoing in nature and have specific funding sources including property taxes, utility rates, user fees and operating grants.

The 2020 capital budget was approved by Council on December 16, 2019. Projects included in the 2020 capital budget are projects with specified funding sources, including reserve transfers, operational funding and funding from Government of Alberta Capital Grants.



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Accounting Process

The Town of Vegreville is organized into various operating departments, each responsible for managing the delivery of programs and services in accordance with the resources allocated to them. All operating departments reporting to the Town Manager share a common accounting and reporting system. And accounting and financial services are administered within the Corporate Services Department and delivered to each operating department based on their needs.

Auditing Process

The Municipal Government Act requires a municipal council to appoint an independent auditor. In 2020, Council appointed Wilde and Company Chartered Professional Accountants to Audit the 2020 Financial Statements. Following a comprehensive audit process and after working closely with management, the auditor must report to Town Council with the annual consolidated financial statements. Town Council approved the 2020 Audited Consolidated Financial Statements at its meeting on April 12, 2021.

Risks and Uncertainties

Due to the current economic situation in Alberta, the Provincial Government has taken steps to reduce funding to municipalities. In the 2020/21 Provincial Government Budget, the province announced a reduction in the funding provided under the Municipal Sustainable Initiative (MSI) over the next three years. While 2021 will see a substantial increase in funding under MSI, 2022 and 2023 will be dramatically reduced resulting in an overall funding cut under MSI of 25% over three years. A continued reduction in capital funding from the province may have a significant impact on the Town's ability to maintain its Tangible Capital Asset base and in particular infrastructure such as roads, water, and wastewater assets.

In March 2020, the World Health Organization declared a global pandemic due to the novel coronavirus (COVID-19). The situation is constantly evolving, and the measures put in place are having multiple impacts on local, provincial, national and global economies. The Municipality is aware of these changes in its operations as a result of the COVID-19 crisis. Management is uncertain of the effects of these changes on its overall operations and believes that any disturbance may be temporary; however, there is uncertainty about the length and potential impact of the disturbance. As a result we are unable to estimate the potential impact on the Municipality's operations at the current time.

The Town's taxable assessment declined for the third straight year reflecting the economic situation in Alberta. Total taxable assessments declined 4.6% in 2020 (2019 – 4.7%). Residential assessments declined 3.7%; small business assessments declined 4.9% and other non-residential assessment declined 1.3%. A continued decrease in taxable assessment may affect the ability of the Town to raise sufficient funds to meet current service levels through property taxation.

Asset Management

Slow progress has been made on asset management initiatives. The largest investment a municipality makes in providing services to its residents is in its infrastructure assets: roads, water, storm water management systems and sanitary sewer systems. Funding sources for capital investment in infrastructure continues to be constrained and increased emphasis on asset management is required to make infrastructure investment decisions in the short, medium and long term. Increasingly higher levels of government throughout Canada are basing funding decisions for municipal infrastructure projects on the existence of a formal asset management plan within the municipality.

With this in mind, the Town intends to focus more on asset management in the coming years through the creation of an asset management group that will work on developing a formal asset management plan and policies that will assist the Town in allocating its scarce capital resources.

Supporting Economic Recovery

The continued challenge of supporting both businesses and residents who have been impacted by the downturn of the economy has been an ongoing initiative for the Town of Vegreville. Council continues to consider economic factors while developing strategic plans and establishing general policies. The town has made economic development a top priority in 2020 and beyond. New initiatives are being developed and growth opportunities are being aggressively pursued with the intent of strengthening and broadening the economic base within the Town for the benefit of all.

Statement of Financial Position

The Statement of Financial Position presents an entity's financial assets and liabilities at a point in time. The statement layout provides two key performance measures of the entity's ability to finance its operations and provide future services:

- Net Debt or Net Financial Assets; and
- Accumulated Surplus or Deficit.

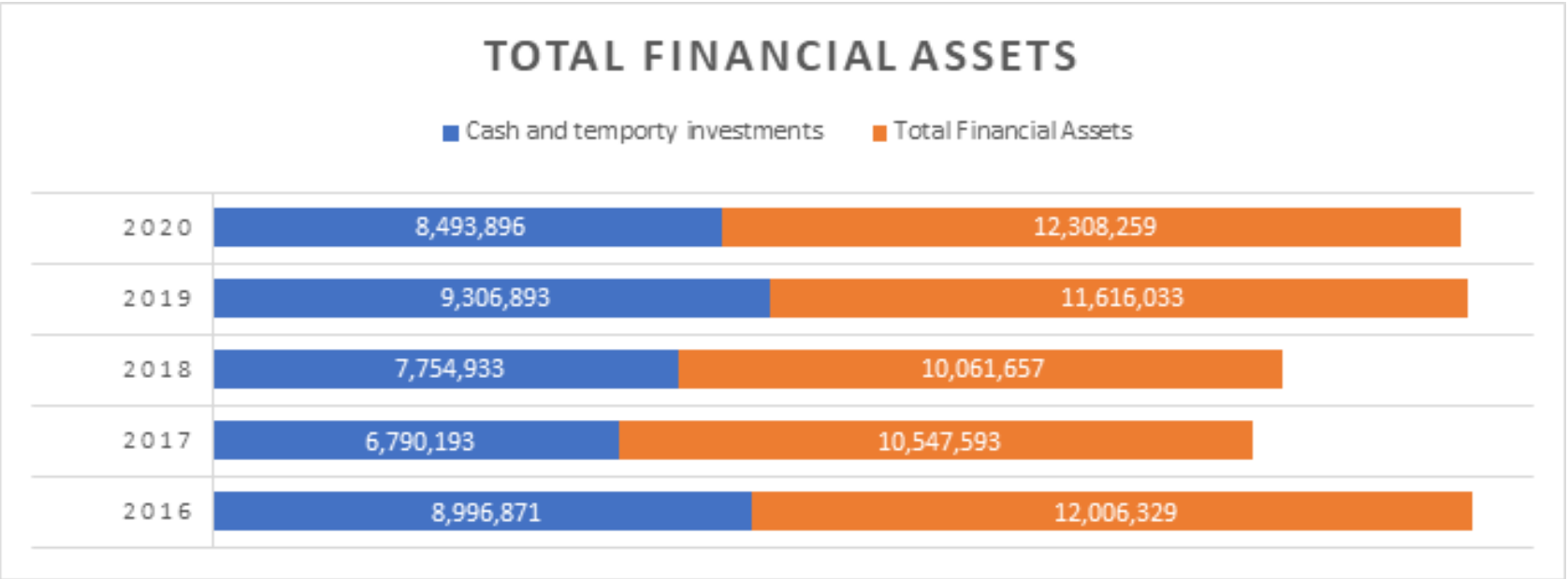
The main sections of this statement are described below along with an explanation of how the unique presentation of assets within the statement generates the two financial position performance measures.



Financial Assets

Financial assets are the financial resources an entity controls and can use to pay what it owes to others. These assets include cash, accounts receivable, investments, and assets that are convertible to cash or that generate cash so that the entity can pay its liabilities as they come due. Information about the liquidity of an entity’s financial assets is not presented on the Statement of Financial Position. (Liquidity means how quickly assets can be used to pay bills.) However, the notes to the financial statements include disclosures on the liquidity of an entity’s financial assets. Total financial assets increased by 7.0 % as a result of the following:

- Receivables increased by 92.0%;
- Cash and restricted cash decreased by 0.7%;
- Long-term investments declined 100%; and
- Land held for resale declined 11.6%



The current ratio calculation measures ability to meet short-term obligations with existing liquid assets.

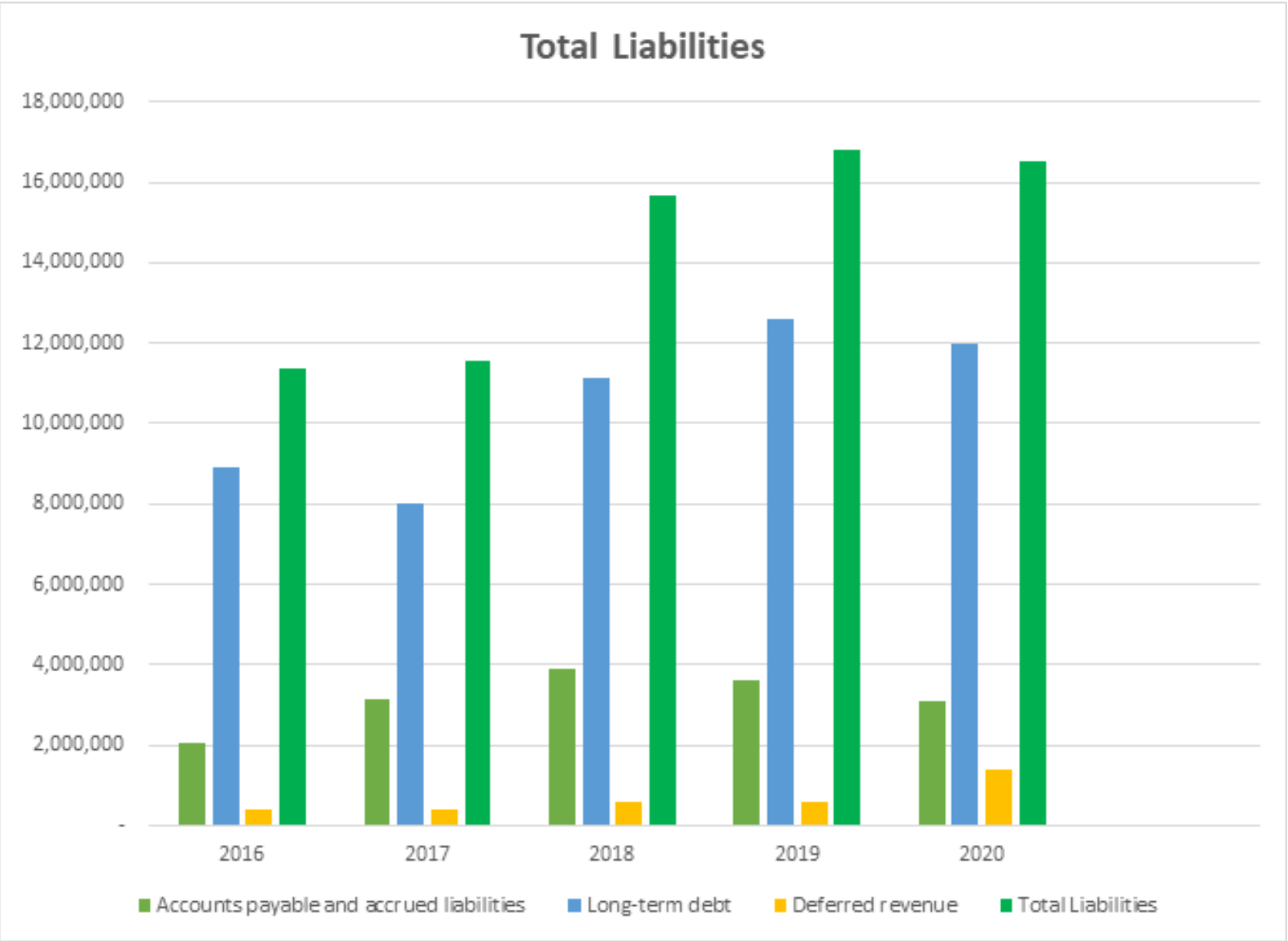
- “Current Assets” are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation.
- “Current Liabilities” are generally obligations coming due within the next fiscal year.

A ratio greater than one indicates the degree to which current assets exceed current liabilities.

The ratio of current assets to liabilities remained constant in 2020 as compared to 2019 (3.04 versus 3.05 end of 2019).

Financial Liabilities

Liabilities are existing financial obligations to outside parties at the date of the financial statements. They result from past transactions and events and will lead to the future sacrifice of economic benefits (e.g., financial assets). Common liabilities are accounts payable, debt, employee pension obligations, and unearned revenue. Users should also read the notes to the financial statements to better understand the nature of an entity’s liabilities and when liabilities are due. During the 2020 fiscal year, financial liabilities decreased by 1.8% as compared to 2019, largely due to repayment of long-term debt. Long-term municipal debt per capita decreased by 4.7% (\$2,104 per capita versus \$2,209 end of 2019).





Reserves

Reserves are vital to municipal financial health. At the discretion of council, reserves are established to set aside funds for future operating and capital initiatives as the town grows. In November, 2019, Council adopted Financial Policy FIN-6000 Reserve Policy and in June, 2020 set aside funds in specific reserves to assist with managing short and long-term funding strategies.

Having healthy levels of reserve enable the Town of Vegreville to:

- Plan for future operating and capital needs of the municipality
- Plan for contingencies
- Help to avoid interest expense for debt
- Generate investment income
- Deal with the flow of cash management throughout the fiscal year.

Healthy reserves result from having policy surrounding their management as well as effective long-term planning to determine correct reserve levels. Standards in a reserve policy should support standards in a long-term planning policy and vice-versa.

The Town’s unrestricted surplus and reserves are as follows:

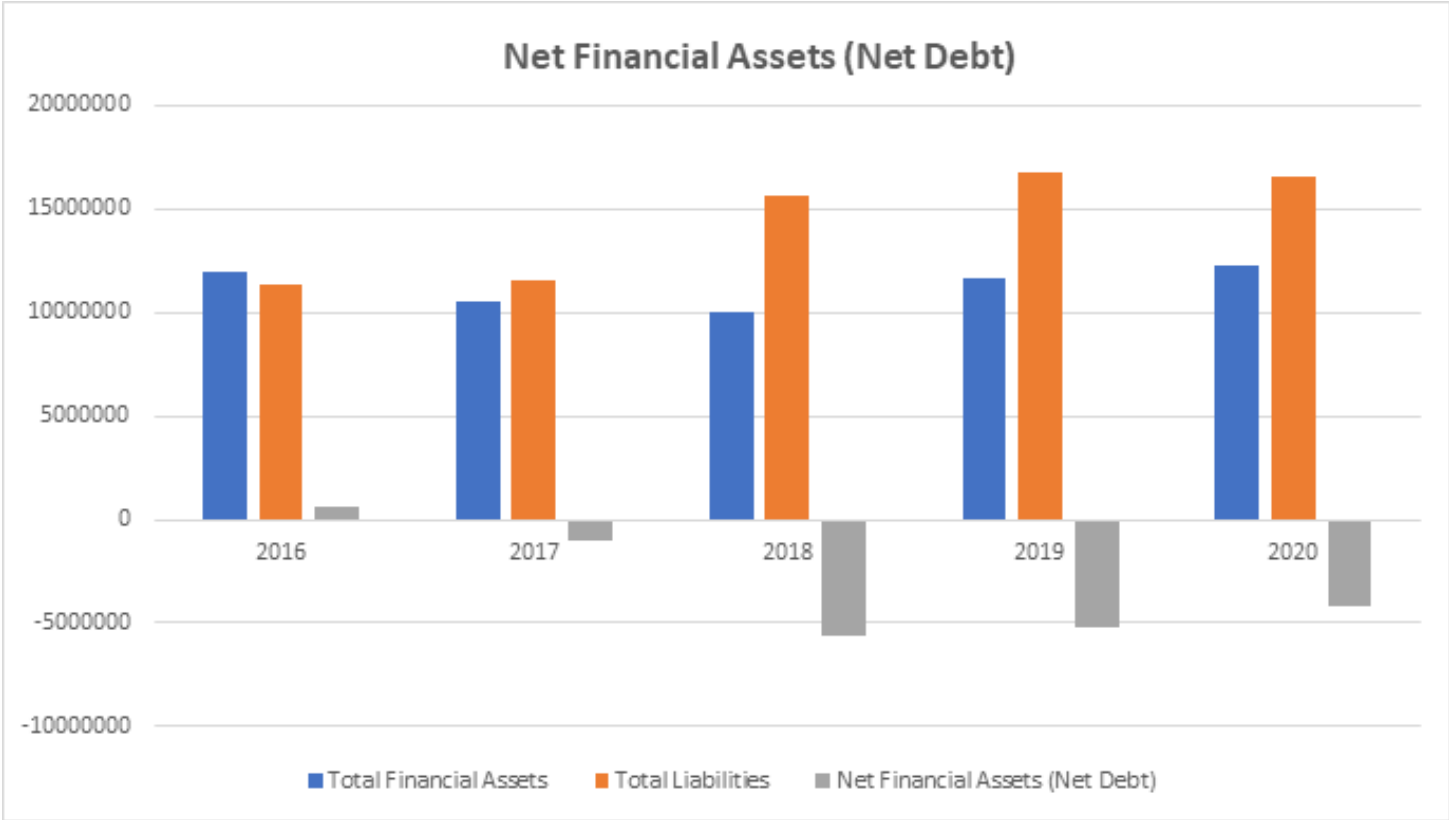
	2020	2019
Unrestricted Surplus	\$1,563,268	\$3,945,054
Restricted Operating Reserves	2,000,054	3,212,178
Restricted Capital Reserve	5,365,449	1,493,730
Total unrestricted surplus and restricted reserves	\$8,928,771	\$8,650,962
Unrestricted surplus and restricted reserves per capita	\$1,565	\$1,517

Net Financial Assets or Net Debt

The net assets refer to the difference between financial assets and liabilities and is a key indicator of the town’s ability to meet commitments and liabilities as well as financing future activities. This performance measure provides readers with important information regarding the entity’s requirement to generate future revenues to fund past services and transactions. Financial assets are the resources available to settle an entity’s liabilities to external parties.

- When liabilities exceed financial assets, an entity is in a net debt position. Entities in a net debt position must generate future revenues to cover the cost of past transactions and events.
- The reverse is true when an entity is in a net financial asset position (financial assets exceed liabilities). Entities in a net financial asset position have sufficient financial assets to settle existing liabilities and assist in financing future projects.

To understand how an entity’s net debt (or net financial asset) position has changed, users should read the statement of change in net debt.



In 2020, net debt decreased by 19.0%. This change is representative of the increase in receivables by \$1,576,869 an increase in deferred revenue by \$834,387 and a decrease in accounts payable and accrued liabilities by \$573,313.

Net debt as December 31, 2020 was \$4,211,954 vs \$5,200,483 in 2019.



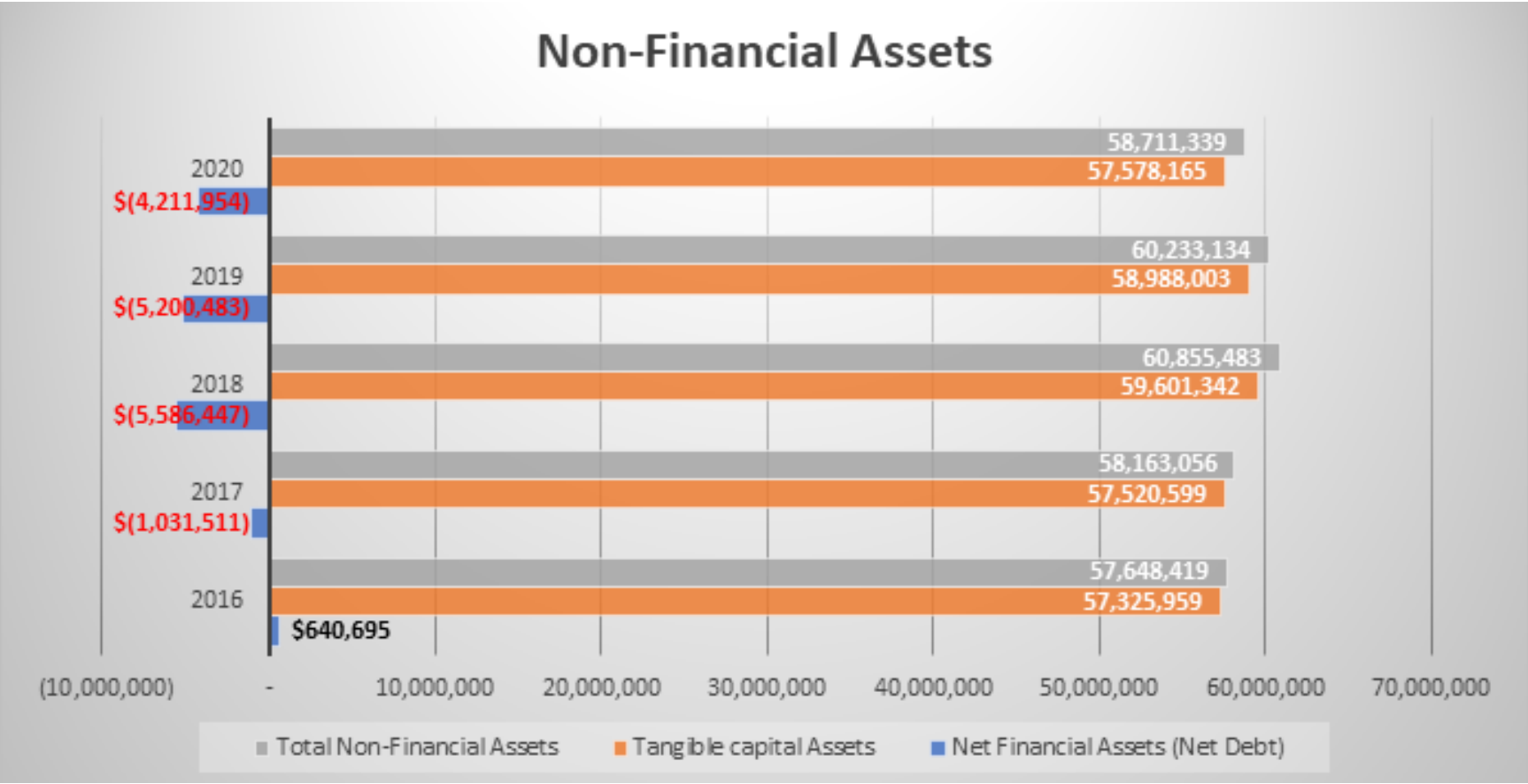
Non-Financial Assets

Non-financial assets are assets that an entity will use up when providing future services to the public. These assets are not normally used by an entity to settle its liabilities with external parties. As a result, they are shown separately in the Statement of Financial Position. During the 2020 fiscal year, the non-financial assets decreased by 2.5% per cent compared with a decrease of 1.0% during 2019 fiscal year. Often, the most significant group of assets within this category are the value of tangible capital assets, like buildings or roads, which are acquired to provide services over many years. As entities deliver services, the estimated portion of the assets used is recorded as an expense in the Statement of Operations. The balance presented represents the remaining service potential of the non-financial assets. The decline in Non-Financial assets indicates that the Town is consuming the assets quicker than they are renewed or replaced.

Crown lands and natural resources inherited in right of crown and all intangible assets are not recognized as assets in public sector financial statements.

The Town prepares a five-year capital plan. The challenge with capital planning is the balancing of infrastructure needs and ensuring fiscal stewardship.

The 2020 capital plan included more than \$11,600,000 to be spent over the next five years. As of December 31, 2020, the net book value (cost less accumulated amortization) of the Town's tangible capital assets was \$57,578,165.



Net Book Value as a percentage of total capital property costs was 36.2% as of December 31, 2020 as compared to 37.6% on December 31, 2019.

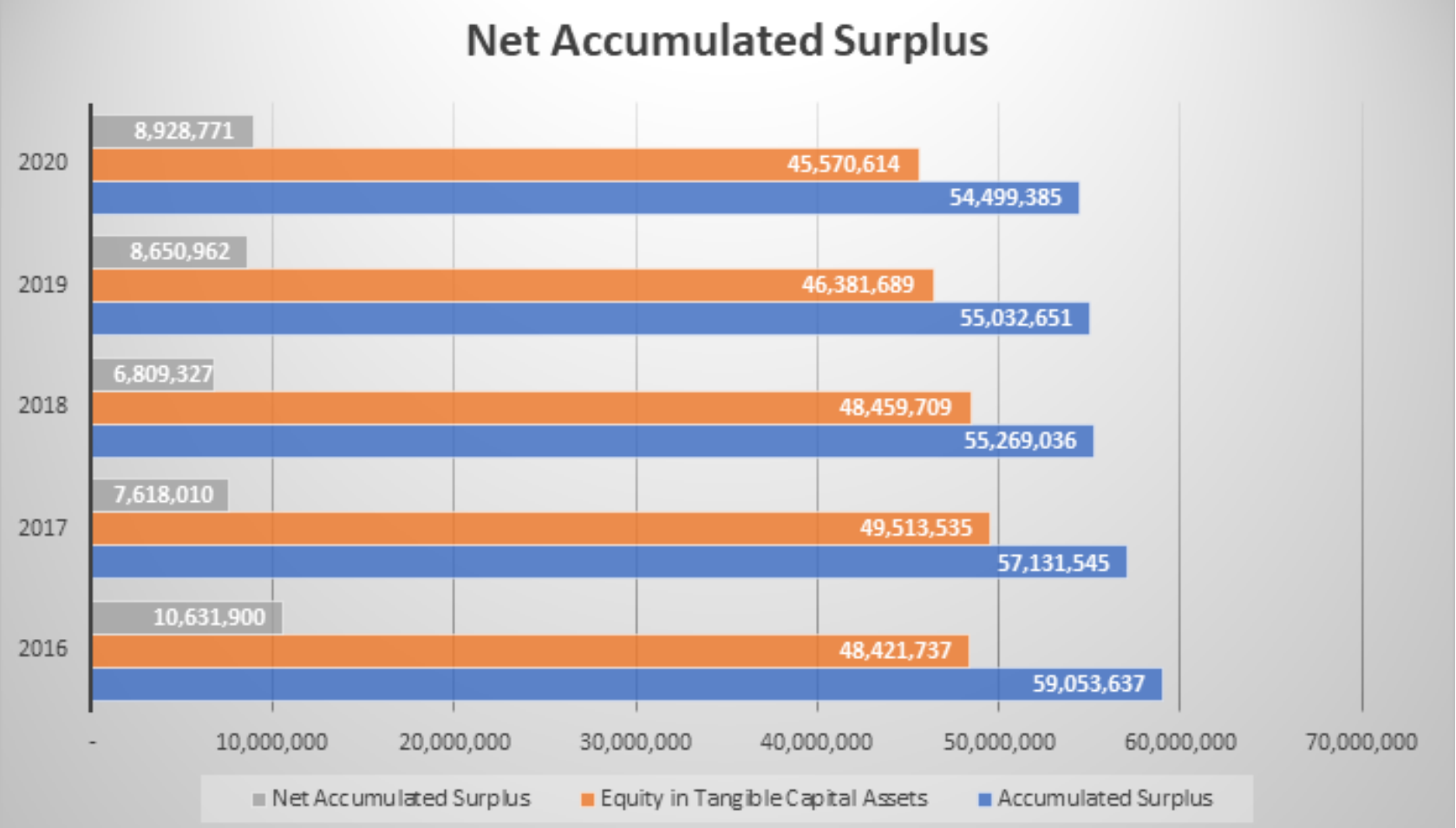
Financial Performance measure: Accumulated Surplus or Deficit

The accumulated surplus or deficit represents the net recognized economic resources (all assets and liabilities) of the municipality at the date of the financial statements. This measure provides the net economic position of the entity at a point in time.

The accumulated surplus or deficit is comprised of all of the past operating surpluses or deficits; and re-measurement gains and losses, if any.

- When total assets exceed total liabilities, the entity is in an accumulated surplus position. An accumulated surplus position means that the municipality has net positive resources that, subject to direction of the government or governing board, could be used to provide future services.
- When an entity is in an accumulated deficit position (total liabilities exceed total assets), the entity must fund past transactions and events from future revenue.

During the last two fiscal years the net accumulated surplus for the town increased by an average of 16.0%. Municipal regulations require that the accumulated surplus net of equity in tangible capital assets cannot be less than zero. At the end of 2020, the net accumulated surplus is \$8,928,771.

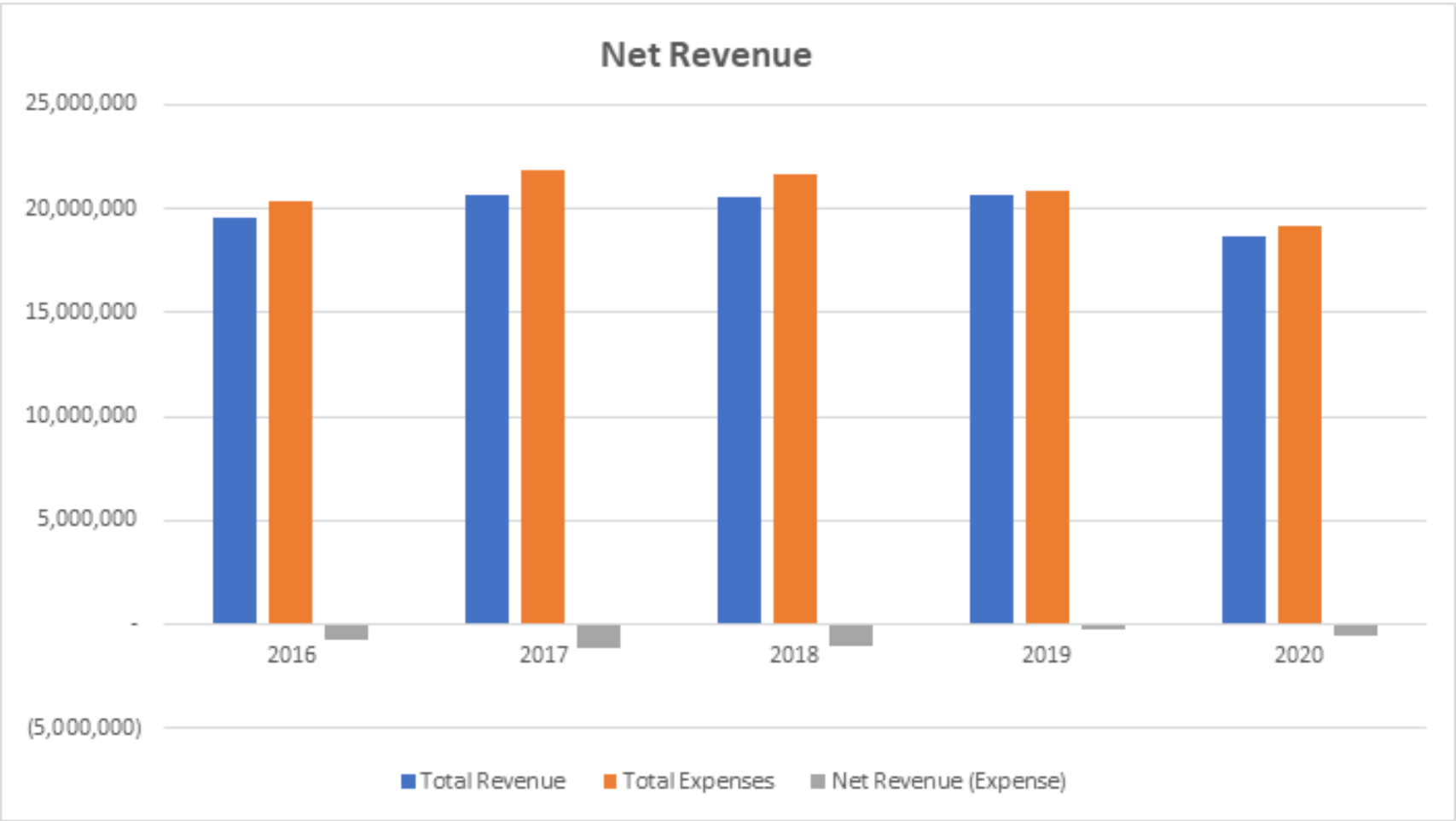




Statement of Operations

The Statement of Operations is prepared to explain the changes in the overall financial position of the entity during the accounting period. This statement explains the change in the accumulated surplus or deficit from the prior year. The financial elements in the Statement of Operations include revenues and expenses.

The performance and accountability measures in this statement are the annual surplus or deficit and the comparison of budgeted to actual results. The operations of the town are presented on a consolidated basis and include the town’s operating and capital activity as well as financial operations related to all associated organizations including Vegreville Centennial Library. The town reported an operating deficit (including amortization of tangible capital assets) of \$533,266 for 2020 as compared to \$236,385 for the fiscal year ended December 31, 2019.



Revenue

Revenues are economic resources that result from the entity’s operations, transactions and events during the accounting period. Revenues result from decreases in liabilities or increases in assets.

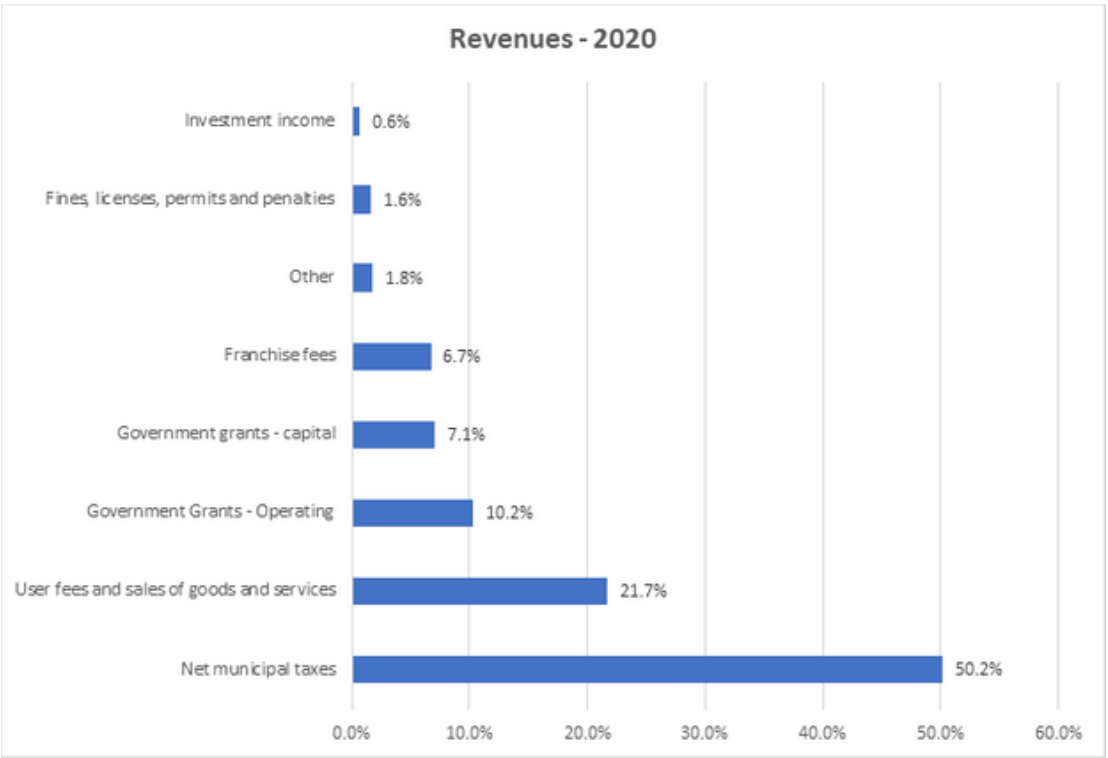
Common revenues include: taxation revenue (i.e. income or property tax); transfers from governments (i.e. federal and provincial grants); investment income; and revenues from the sale of goods and services.

Revenue for 2020 decreased by 9.5% per cent from 2019. The decrease in revenue is primarily attributable to a decrease in provincial government grant funding for capital and the transfer of the Ambulance service to Alberta Health Services.

With respect to the 2020 operating budget, revenues decreased by 0.1%.

During the last five years, the net property taxes (property taxes net of provincial property taxes collected by the municipality on behalf of the province for education and other requisitioning authorities) increased by an average of 1.3%; sales and user charges decreased by an average of 2.3%; fines, licenses, permits and penalties increased by 3.8%; franchise and concession contracts increased by an average of 5.2% per cent; returns on investments increased by an average of 5.3% per cent; and provincial government conditional transfers decreased by an average of 9.7%.

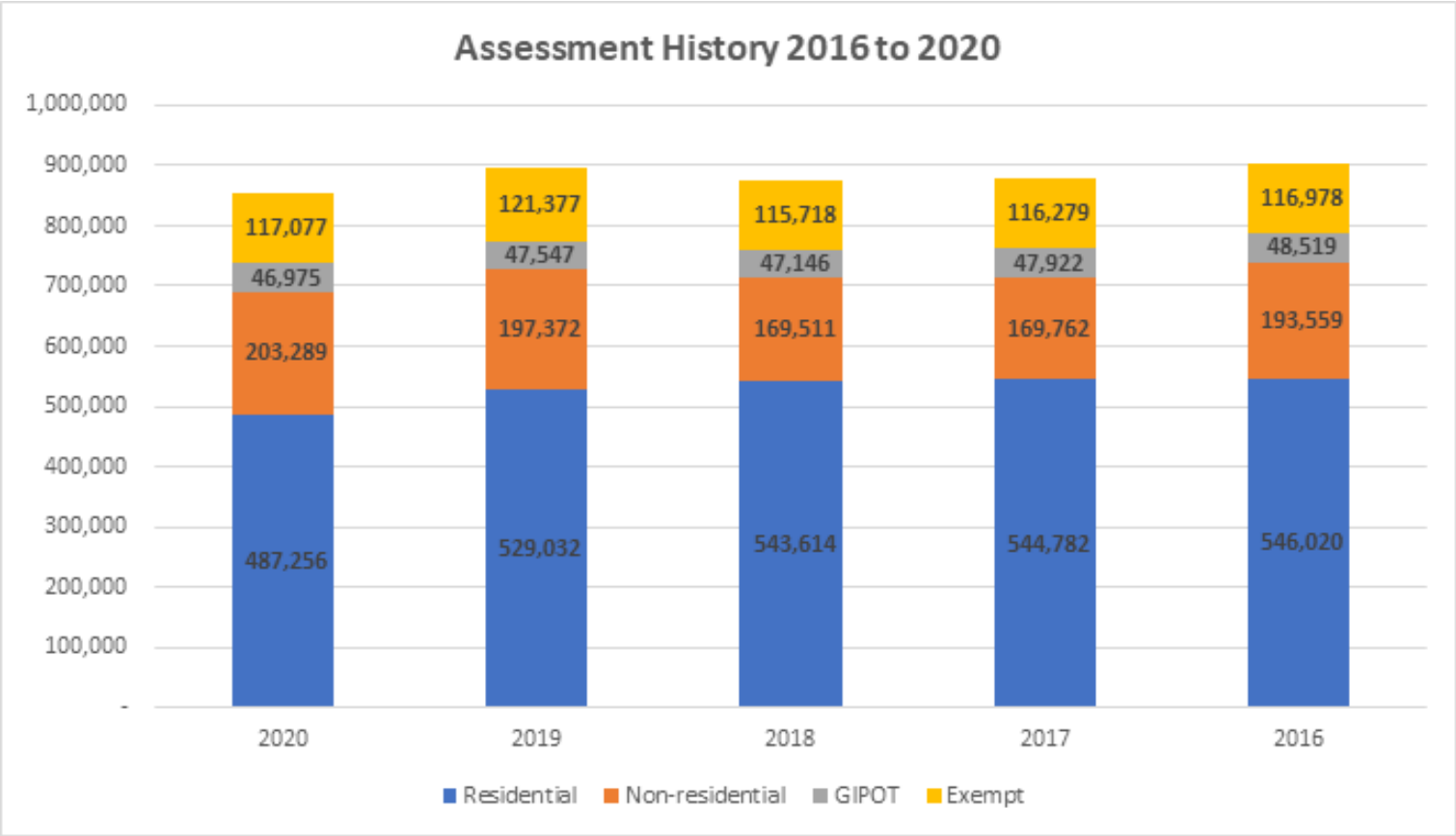
The following graph shows the percentage breakdown of each source of revenue earned in 2020.





Property Taxes

Assessment



The Town’s taxable assessment as a percentage of total assessment has remained relatively stable at 86%. However, overall taxable assessment has declined from a high of \$788 million in 2016 to \$737 million in 2020 which represents a decline of 6.4% over the last five years.

Residential assessment makes up 66.1% of the taxable assessment in 2020 compared to 69.3% in 2016. The total value of residential assessment has declined by 10.8% in the last five years.

Non-residential assessment, including GIPO, makes up 33.9% of taxable assessment compared to 30.7% in 2016. The total value of non-residential assessment has grown by 3.4% over the last five years.

Historically, Council has tried to even out the tax burden between residential and non-residential ratepayers and in 2020 residential ratepayers accounted for 47% of the total property taxes levied and non-residential ratepayers 53%.

Property taxes are levied on an annual basis to raise funds to offset the Town’s total expenditures, including taxes collected on behalf of the province for education, requisitions from other bodies and internal transfers, less other sources of revenue such as sales and user fees, fines and penalties, and franchise fees. The net amount remaining is the amount required to be raised through property taxation. The tax rate charged for each sub-class of assessment is determined by dividing the amount required to be collected from that sub-class by the total assessment for that class multiplied by 1,000.

The following table provides a summary of the taxes levied, requisitions to be collected and the tax rates for each of 2016 through 2020

	2020	2019	2018	2017	2016
Net municipal taxes required	9,373,301	9,295,033	9,174,231	8,950,317	9,007,824
Provincial requisition	2,154,708	2,117,823	2,162,985	2,299,807	1,982,059
Lodge requisition	105,831	113,273	107,919	110,293	105,865
Other requisitions	1,937	1,935	756	-	-
Total property tax levy	11,635,777	11,528,064	11,445,891	11,360,417	11,095,748
Residential tax rate	11.9004	11.1290	10.7359	10.4423	10.2886
Small business tax rate*	21.9493	21.9545	N/A	N/A	N/A
Other business tax rate	25.0991	25.1468	24.5256	24.5823	23.3926

* Prior to 2019 there was no small-business assessment sub-class and the tax rate applied was the same as the other business tax rate.



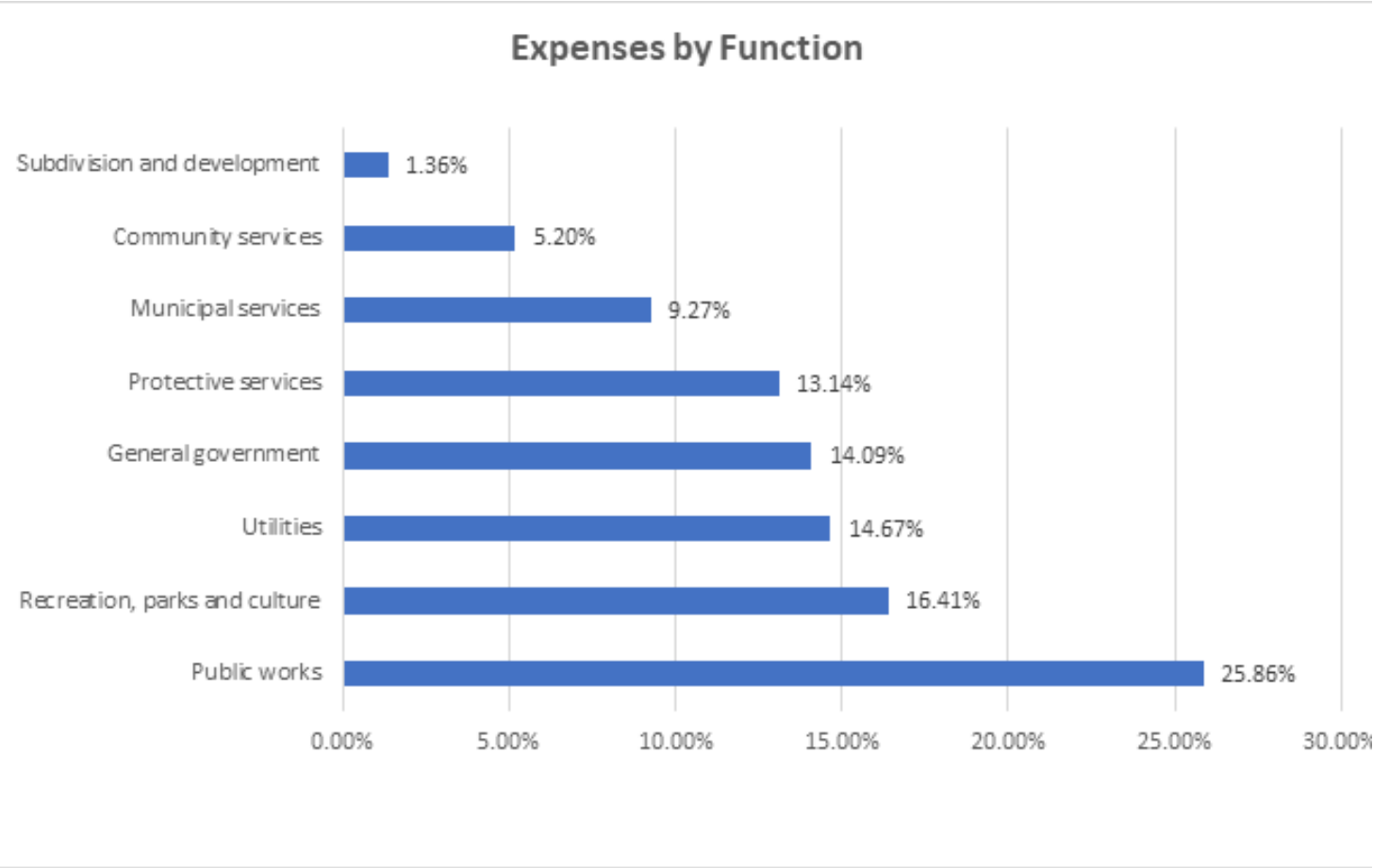
Expenses

Expenses are decreases in economic resources that result from the entity’s operations, transactions, and events during the accounting period. Expenses result from decreases to assets or increases in liabilities.

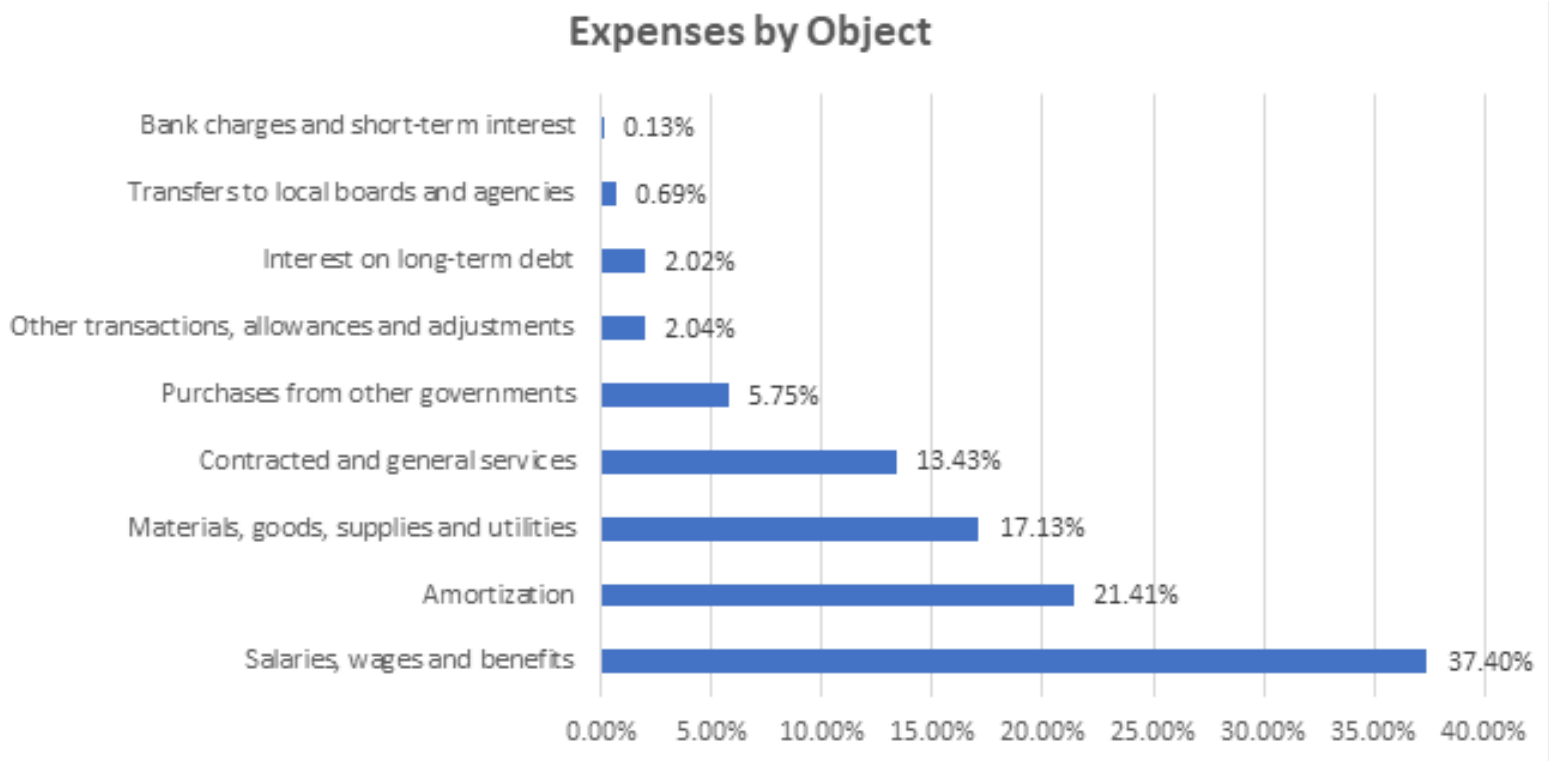
The Statement of Operations presents expenses by function or program, such as public health and welfare, transportation services, environmental services, general government, recreation and culture, and other. The notes to the financial statements contain additional information on the classification of expenses by type or objects. For example, amortization expense which represents the portion of tangible capital assets consumed during the year and is disclosed in the notes; contracted and general services; salary and benefits, and other. During the 2020 fiscal year, the town incurred \$19,212,359 (\$3,366 per capita) to operate municipal services, compared to \$20,864,906 (\$3,655 per Capita) a decrease of \$1,652,547 (8%) over 2020. Approximately 62% of the decrease was due to transitioning the ambulance service to AHS. The remaining portion was largely due to unfilled positions, temporary lay-offs and cost reductions due to the COVID-19 Pandemic.

In comparison to the 2020 operating budget, expenses declined \$1,124,319 largely due unfilled positions, to temporary lay-offs and cost reductions due to the COVID-19 Pandemic.

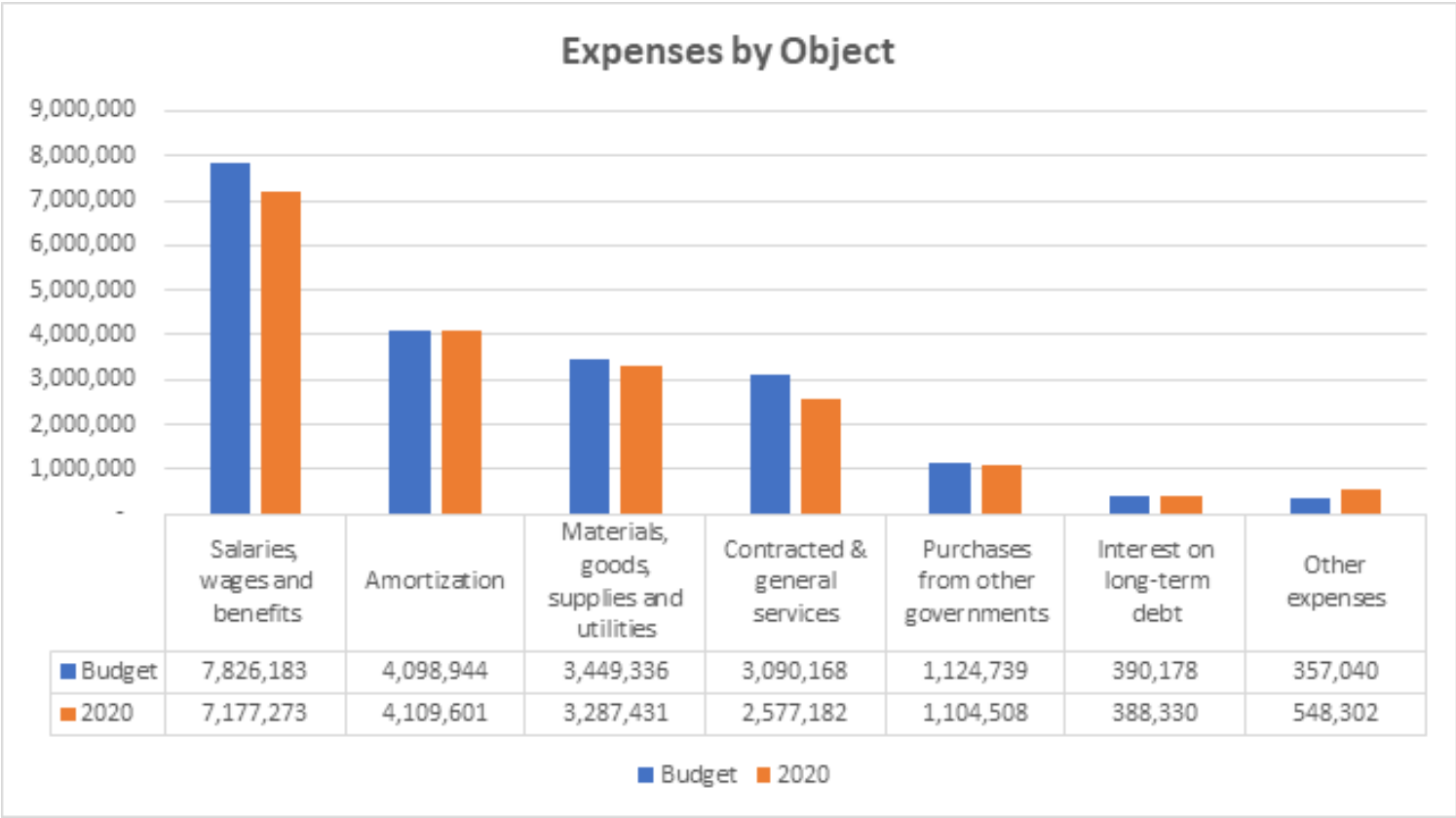
The following graph provides a percentage breakdown of expenses incurred by the various functional areas in 2020.



The following graph provides a percentage breakdown of expenses incurred by object (type of expense) in 2020.



The following graph shows a comparison of expenses incurred by object in 2020 to the 2020 operating budget.





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The major variances from budget were lower salaries, wages and benefits and contracted & general services.

Salaries, wages and benefits were 8.3% lower than budget. The decline is largely due to having unfilled positions for parts of the year and temporary lay-offs due to the COVID-19 pandemic. All functional areas were lower than budget.

Contracted & general services were 17.1% below budget. This is largely due to projects budgeted but not started or completed in 2020 due to the pandemic. All functional areas except for Facilities and Utilities were under budget for the year.

Facilities exceeded budget due to unbudgeted costs such as: repairs and maintenance required in the library complex, museum buildings, former Trans Canada building, janitorial costs at the library complex and the public works shop.

Utilities exceeded budget due to unexpected sanitary line repairs.

Financial Accountability: Budget to Actual Results

Annual budgets approved by town council convey the financial policy and resource decisions for the town. As a result, a key component of financial accountability in the public sector is comparing the actual financial results with the originally planned results in the budget.

To achieve this reporting objective, the Statement of Operations includes an entity's original approved annual budget. This is a unique requirement of public sector financial statements. By reporting the budget, the entity's revenues and expenses are compared against the original plan.

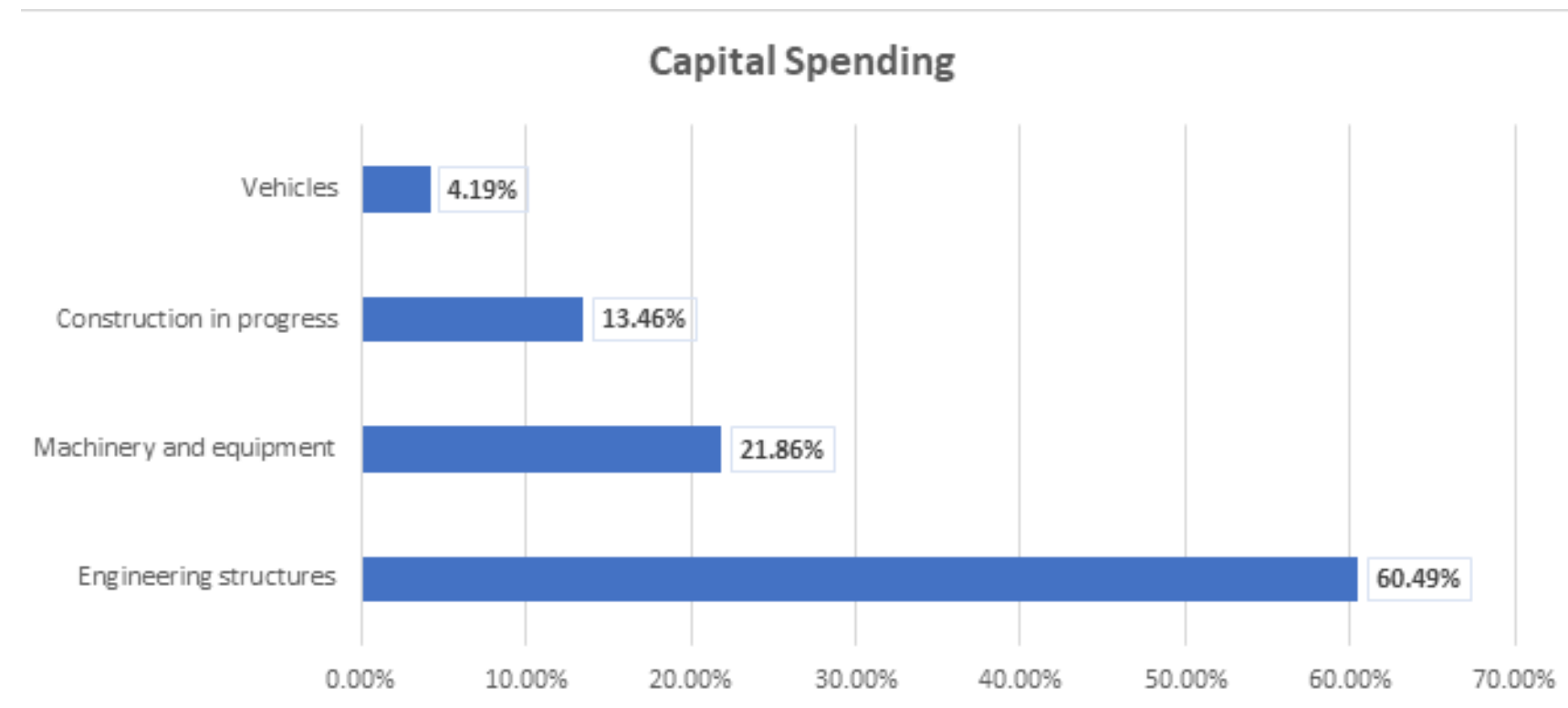
	Budget	2020
REVENUES		
Net municipal taxes	\$ 9,403,922	\$ 9,373,301
User fees and sales of goods and services	4,227,606	4,058,783
Government transfers for operating	1,622,094	1,915,229
Investment income	120,000	120,979
Franchise and concession contracts	1,240,000	1,253,236
Fines, licenses, permits and penalties	329,000	301,398
Government transfers for capital	1,653,000	1,320,848
Other	109,484	335,319
	18,705,106	18,679,093
EXPENSES		
General government services	2,497,875	2,428,783
Protective services	2,400,147	2,263,708
Recreation, parks, and culture	3,074,487	2,832,782
Facilities	1,828,350	1,974,819
Community Services	1,113,663	895,504
Public works	4,671,290	4,457,382
Utilities	2,567,135	2,528,371
Municipal services	1,766,666	1,596,805
Subdivision and development services	416,885	234,204
	20,336,498	19,212,359
Deficiency of revenue over expenses	\$ (1,631,392)	\$ (533,266)



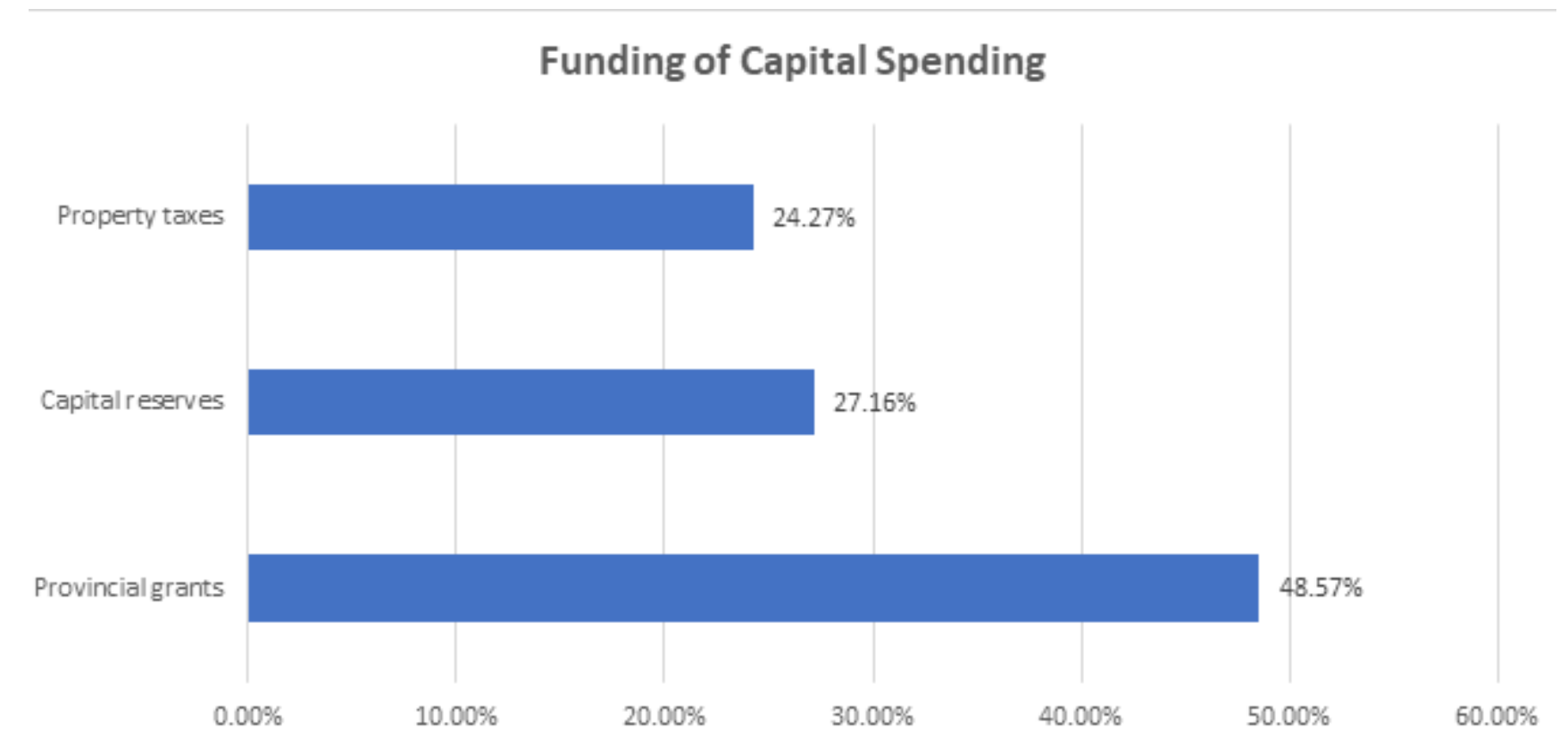
Capital Spending

Capital spending transactions amounted to \$2,719,495 in 2020 compared to \$3,312,298 in 2019. Of the Total capital spending incurred in 2020, \$1,320,848 was funded by federal and provincial capital grants, \$738,538 was paid for using the Town's reserves and the balance of \$660,109 was funded from property taxation.

Below is breakdown of what the Town's capital spending was for in 2020.



Below is a breakdown of capital funding for capital expenditures in 2020.





Financial Assets (Debt)

The Statement of Change in Net Debt reconciles the change in net debt for the current and the prior year. This information helps readers understand why the net debt position of the entity changed.

To explain how the expenditures of the period were met by revenues, the statement reconciles the annual operating surplus or deficit shown in the Statement of Operations to the change in net debt.

The common items that explain the difference between the annual surplus (deficit) and the change in net debt are:

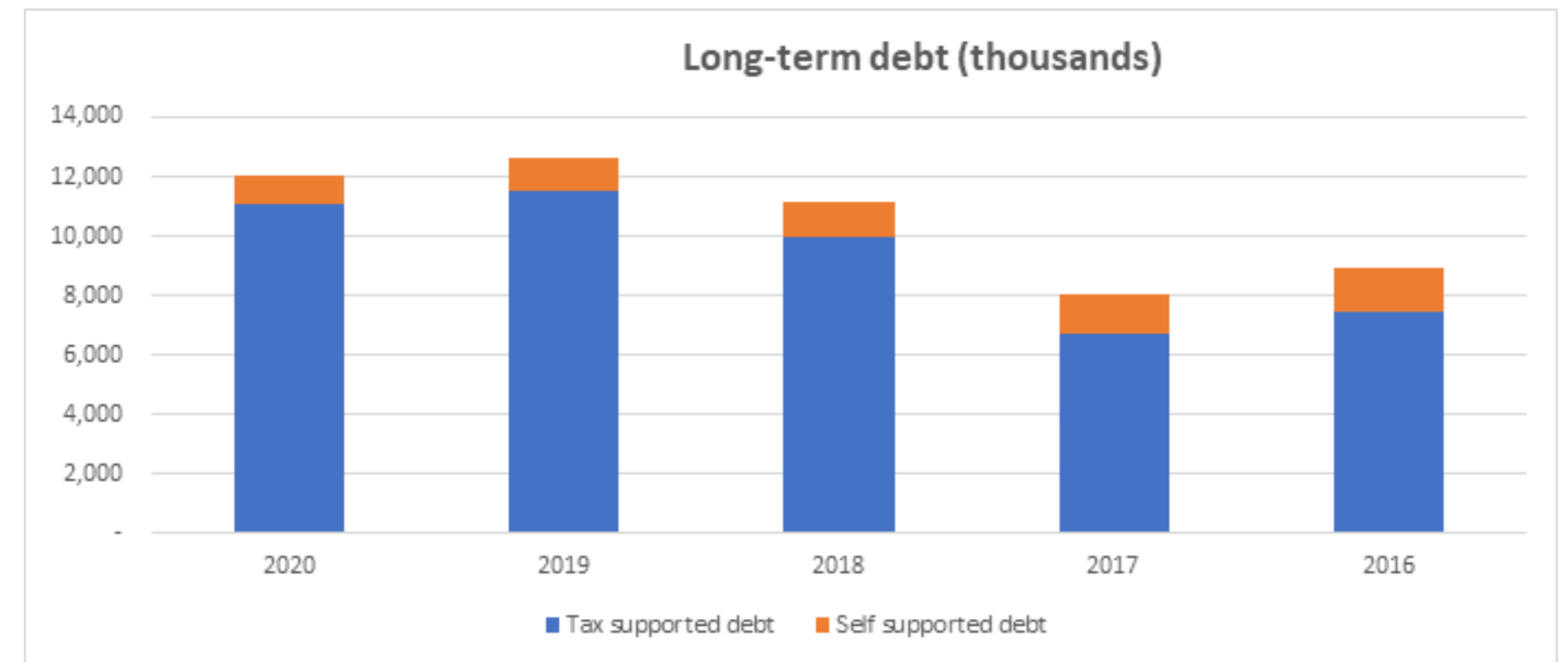
- the acquisition and disposal of tangible capital assets;
- the current year amortization expense for tangible capital assets (expense for current year consumption); and
- the acquisition and disposal of other non-financial assets.

	Budget	2020
Deficiency of revenue over expenses	\$ (1,631,392)	\$ (533,266)
Acquisition of tangible capital assets	(2,768,650)	(2,719,495)
Amortization of tangible capital assets	4,098,944	4,109,601
Loss on disposal of tangible capital assets	-	(19,732)
Inventory for consumption	-	73,188
Prepaid expenses	-	38,769
Change in net financial assets	(301,098)	988,529
Net debt beginning of year	(5,200,483)	(5,200,483)
Net debt, end of year	\$ (5,501,581)	\$ (4,211,954)

The town's long-term debt levels decreased to \$12,007,551, resulting in the town's per capita debt decreasing slightly to \$2,104 from \$2,208 at the end of 2019. Principal debt repayments totaled \$598,763.

Long-term Debt

Long-term debt is used to finance capital projects. Self-supported debt is included in rate setting to ensure required repayments will be made. For tax supported debt, the Town budgets repayments annually and the budgeted repayments are included in determining the property tax levy for the year to ensure the repayments are made.



Long-term debt has increased substantially since 2016 and the increase is solely related to new tax-funded debt of \$6,000,000 for construction of the RCMP detachment which was completed in 2019. Tax funded long-term debt represents 93% of the total long-term debt at the end of 2020. This compares to 84% in 2016.

Long-term debt per capita as of December 31, 2020 is \$2,104, down from \$2,209 in 2019.



Debt Limit

Section 276(2) of the MGA requires that debt and debt limits, as defined by Alberta Regulation for the town, be disclosed as follows:

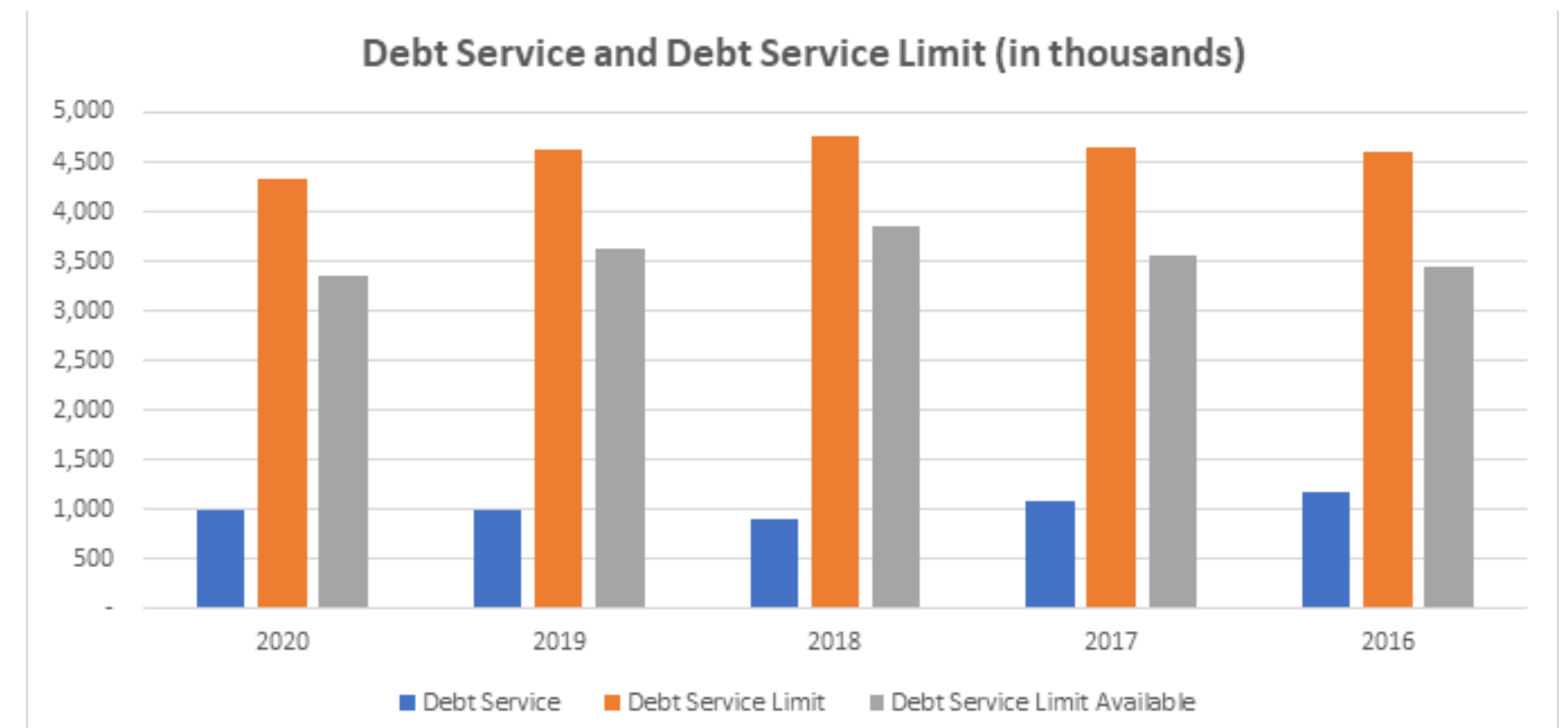
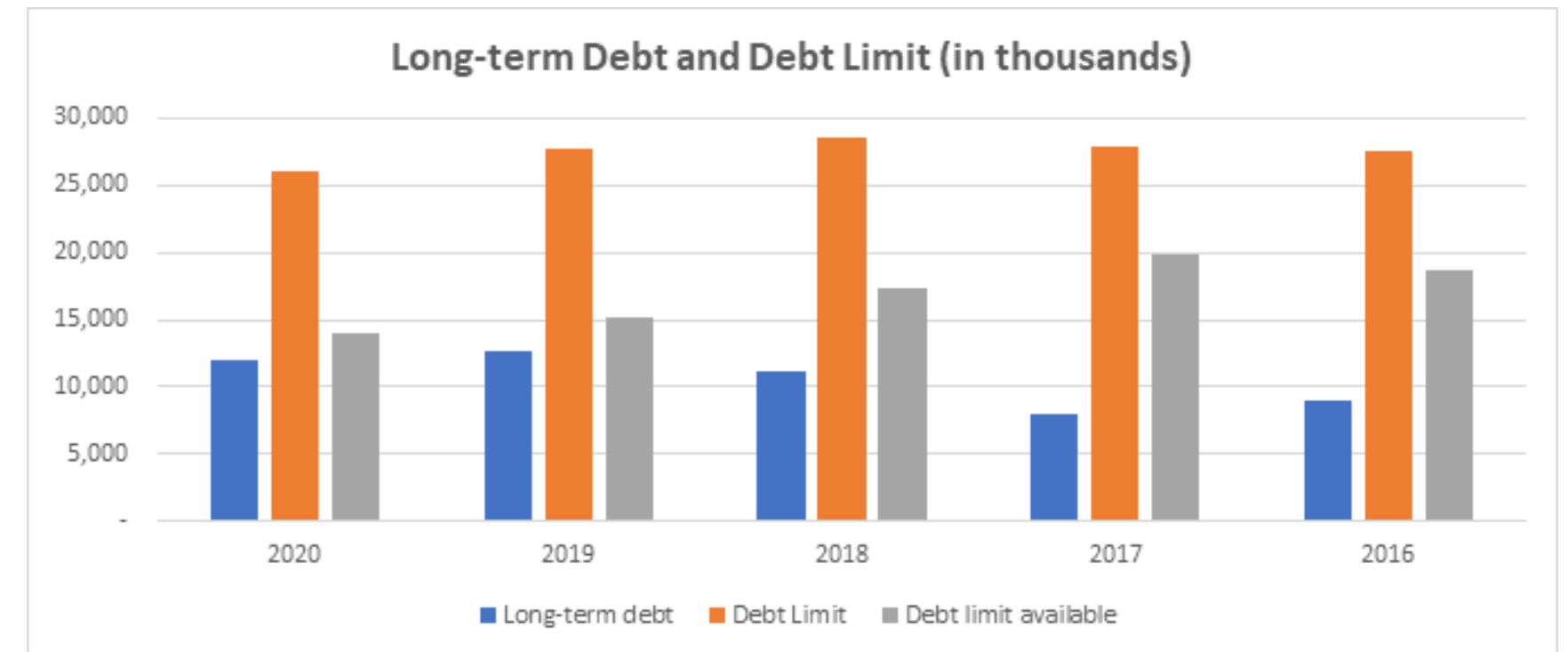
	2020		2019	
Total debt limit	\$	26,037,368	\$	27,727,440
Total debt		12,007,551		12,606,314
Total debt limit available	\$	14,029,817	\$	15,121,126
Percentage of total debt limit used		46.1%		45.5%
Debt servicing limit	\$	4,339,562	\$	4,621,240
Debt servicing		980,096		988,941
Debt servicing limit available	\$	3,359,466	\$	3,632,299
Percentage of debt servicing limit used		22.6%		21.4%

The table above shows the Town’s debt compared to the regulated limit.

The debt limit is calculated at 1.5 times revenue (excluding capital grants) and the debt servicing limit is calculated at 0.25 times revenue (excluding capital grants). As a result of an overall decline in operating revenue of 6.1% both the debt limit and debt servicing limit have declined, and the amount of the debt limit and debt servicing limit used have increased.

The town’s debt limit used is 46.1% compared to the median debt limit used of 25.0% for a comparable group of similar sized municipalities in Alberta.

This indicates the Town is more highly leveraged than its peers.





The Statement of Cash Flow

The Statement of Cash Flow explains the change in cash and cash equivalents from the prior year and provides readers with important information about how the entity generated cash to meet its requirements. The layout of the statement is designed to show how the entity financed its activities during the current and prior year.

Cash and Cash Equivalents	2020	2019
Cash and cash equivalents, beginning of year	\$ 7,980,957	\$ 4,810,357
Net change in cash and cash equivalents	(896,614)	3,170,600
Cash and cash equivalents, end of year	\$ 7,084,343	\$ 7,980,957
Net change in cash & cash equivalents per capita	\$ (157)	\$ 555

The statement presents cash flow in four categories.

How the cash is generated and used is shown separately in each case:

Operating activities:

Cash flow from operating activities demonstrates the cash flow generated from operations and accounts for the differences between net revenues and cash due to noncash items such as amortization and non-cash working capital.

Capital Activities:

The primary investment activities of a municipality relate to investment in tangible capital assets to support the delivery of services to residents. This section of the statement details the use of cash on asset purchases.

Investing activities:

This section of the statement details changes to the cash position resulting from changes in financial investments.

Financing activities:

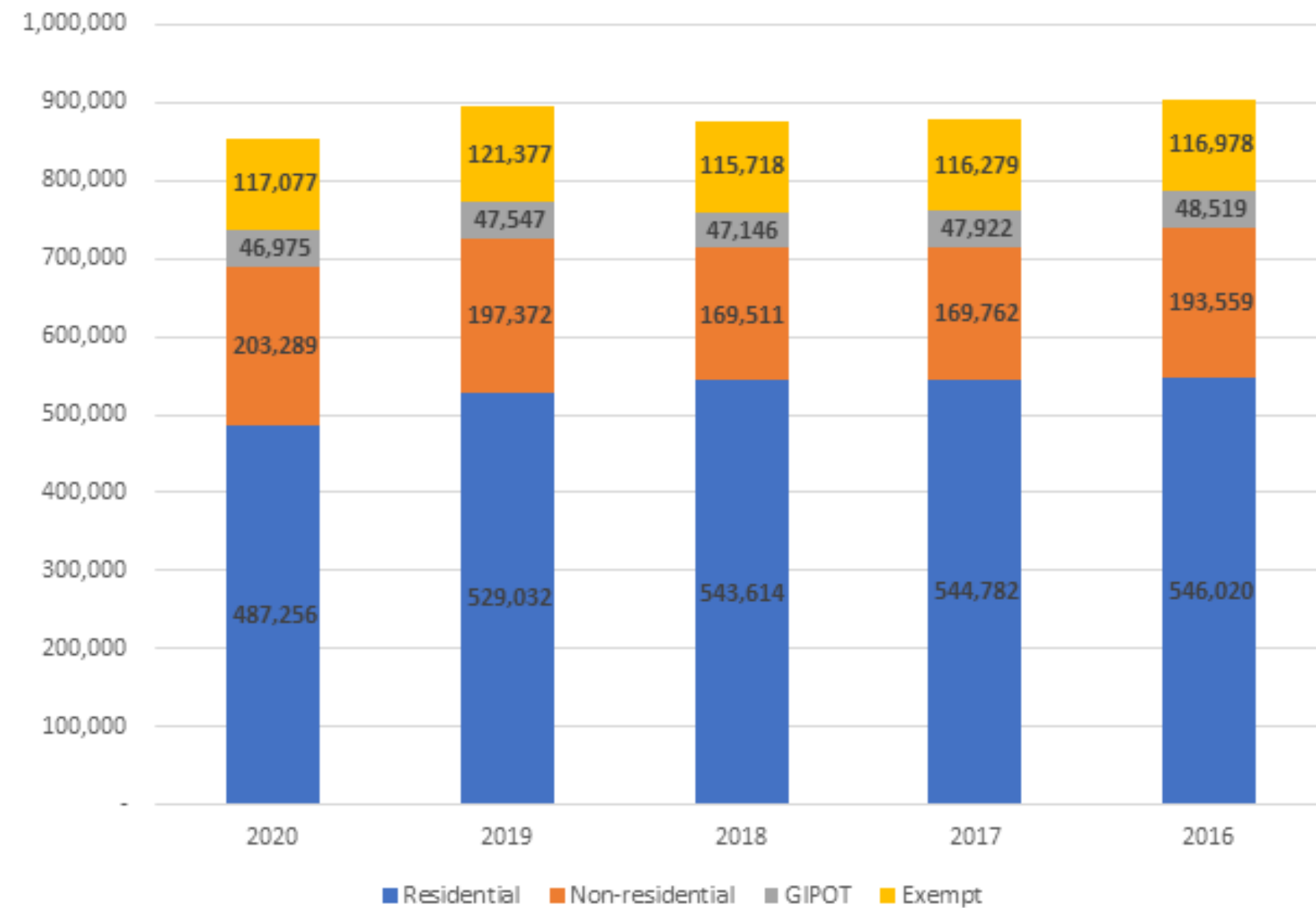
Cash flow from financing activities includes the issuance and payment of debt obligations by the town. This category also includes cash transactions associated with tangible capital assets acquired through a capital lease. For additional details, please refer to the audited financial statements.



Additional Information

Assessment

Assessment History 2016 to 2020



The Town's taxable assessment as a percentage of total assessment has remained relatively stable at 86%. However, overall taxable assessment has declined from a high of \$788 million in 2016 to \$737 million in 2020 which represents a decline of 6.4% over the last five years.

Residential assessment makes up 66.1% of the taxable assessment in 2020 compared to 69.3% in 2016. The total value of residential assessment has declined by 10.8% in the last five years.

Non-residential assessment, including GIPOT, makes up 33.9% of taxable assessment compared to 30.7% in 2016. The total value of non-residential assessment has grown by 3.4% over the last five years.

Historically, Council has tried to even out the tax burden between residential and non-residential ratepayers and in 2020 residential ratepayers accounted for 47% of the total property taxes levied and non-residential ratepayers 53%.



Financial Indicators

Financial indicators can be used to measure a municipality's overall financial condition. The following selected indicators measure Sustainability, Flexibility and Vulnerability.

	2020	2019	2018	2017	2016
Sustainability					
Financial Assets to Liabilities	0.75	0.69	0.64	0.91	1.06
Total Expenditures to Assessment	2.16%	2.30%	2.74%	2.57%	1.93%
Flexibility					
Debt charges to Revenues	5.3%	4.3%	5.8%	5.7%	5.2%
Vulnerability					
Government Transfers to total Revenues	17.3%	22.4%	23.4%	25.8%	22.7%

Sustainability indicators indicate the degree to which the Town can maintain its existing services and financial commitments without increasing debt or the tax burden on its citizens.

The Financial Assets to Liabilities at December 31, 2020 increased to 0.75 for 0.69 the prior year. This ratio indicates that as at December 31, 2020 the Town had \$0.75 in financial assets for every \$1.00 in liabilities. The Financial assets to liabilities ratio improved over 2019 as financial assets increased \$692,000 and financial liabilities decreased by \$296,000.

Total Expenses to Assessment compares the economic activity in the Town using assessments to total expenses for the organization. The increase in Town expenses should not outpace increases in assessments. The Town's ratio has not changed significantly over the last five years. This ratio will rise in periods of economic slowdown as expenses are subject to inflation and assessments decline.

Flexibility indicators measure the degree to which the Town uses debt instead of increased taxation to meet its capital commitments. In 2020, the Town committed 5.3% of revenue to service debt, up from 4.3% in 2019. Total long-term borrowing has decreased to \$12.0 million in 2020 from \$12.6 million in 2019.

Over the last five years long-term debt has increased from \$8.9 million in 2016 to \$12.0 in 2020. The increased debt since 2015 financed the North Parkway Drainage project to better manage the Town's storm water; the construction of a new RCMP detachment; and purchase new fire rescue equipment. The Town used debenture debt financing to complete these projects so that current taxpayers did not fund the full cost up front and that future generations would assist in payment for the benefit they receive. Despite the increase in debt, Town's total debt and total debt servicing costs are well within the limits set for municipalities under the MGA.

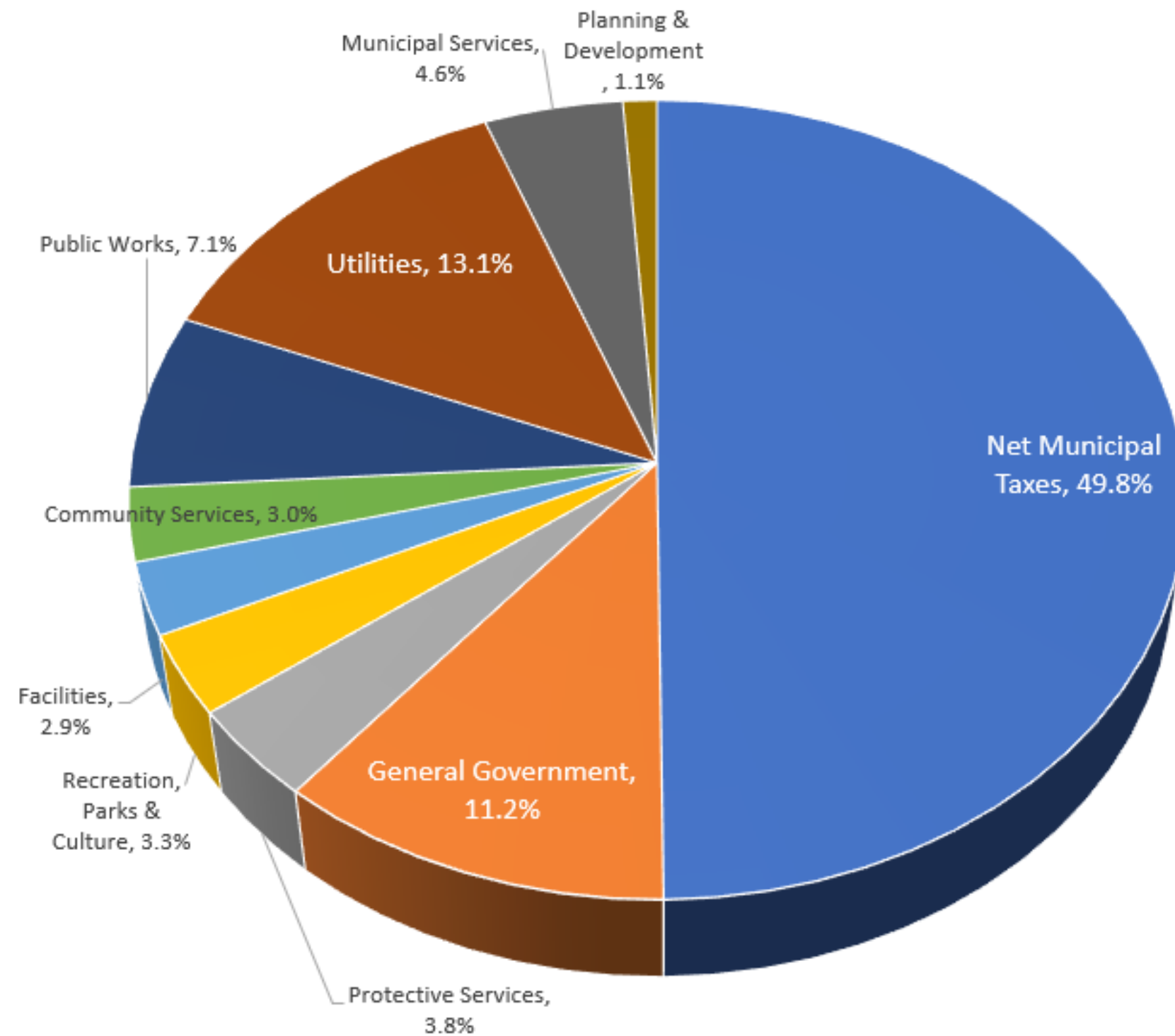
Vulnerability indicators measure the degree to which the Town depends on other levels of government for operating funding. This measure has fluctuated over the last five years and for 2020 was 17.3%, down from 22.4% in 2019. Since 2017, the Town has seen a continued decline in government transfers.

As funding from government transfers decline other sources of revenue such as sales and user fees and property taxes are subject to increase to make up the shortfall.

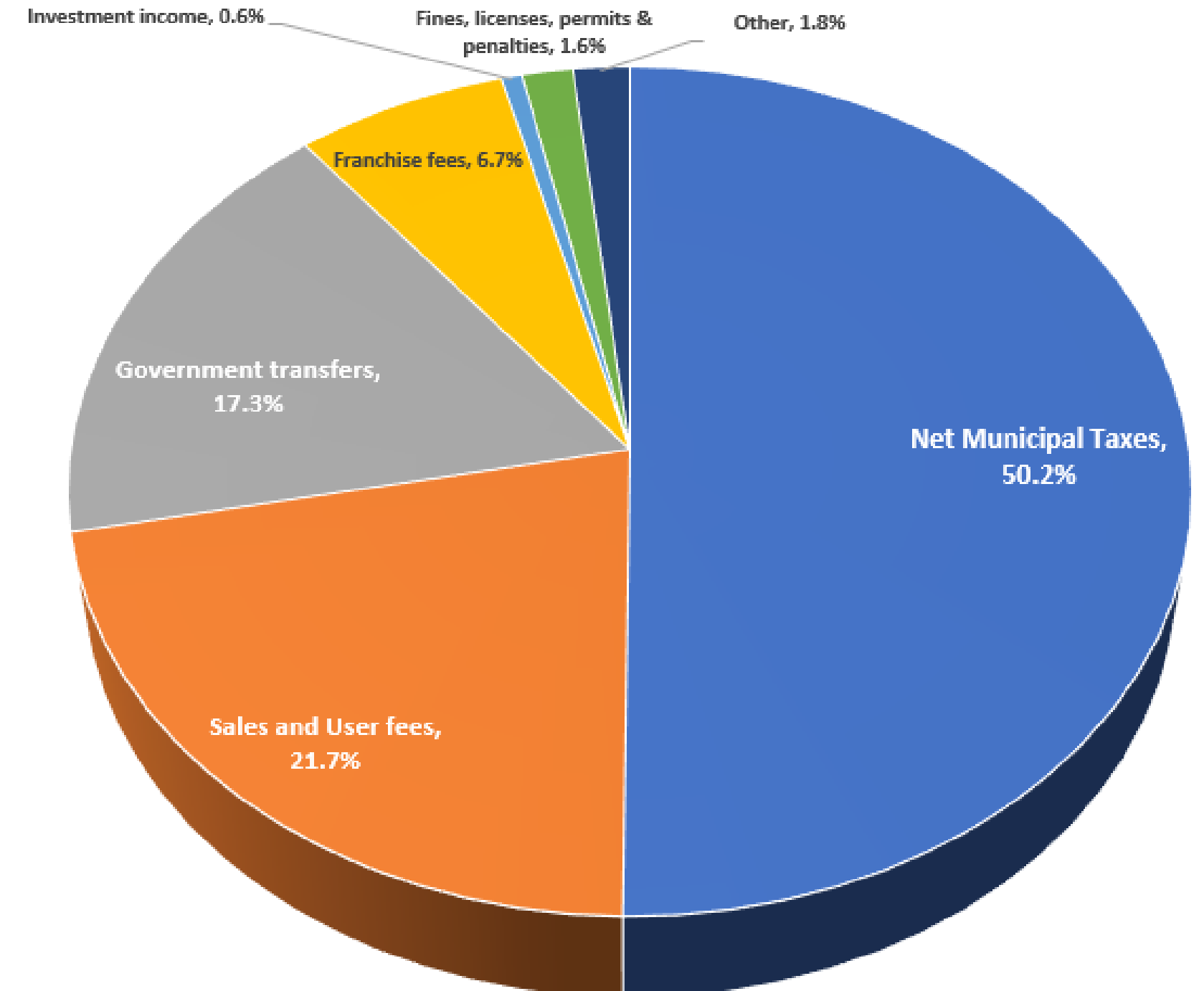
Five Year Summary of Consolidated Revenues
For the years ended Dec 31, 2016 to 2020

REVENUE BY FUNCTION	2020	2019	2018	2017	2016
Net Municipal Taxes	\$ 9,373,301	\$ 9,295,033	\$ 9,174,231	\$ 8,950,317	\$ 9,007,824
General Government	2,105,109	1,954,188	1,965,195	1,569,286	1,345,798
Protective Services	720,071	1,964,893	2,703,862	2,650,242	2,619,118
Recreation, Parks & Culture	617,281	906,751	1,280,549	1,152,701	987,152
Facilities	551,888	686,390	323,129	422,855	587,743
Community Services	561,761	675,378	640,653	908,856	901,664
Public Works	1,330,143	2,115,082	917,987	1,696,237	921,955
Utilities	2,467,015	2,149,032	2,728,058	2,174,250	2,488,119
Municipal Services	873,965	785,035	774,558	1,044,162	789,488
Planning & Development	213,729	96,739	84,742	89,044	81,996
	\$ 18,679,093	\$ 20,628,521	\$ 20,592,964	\$ 20,657,950	\$ 19,730,857
REVENUE BY OBJECT					
Net Municipal Taxes	\$ 9,373,301	\$ 9,295,033	\$ 9,174,231	\$ 8,950,317	\$ 9,007,824
Sales and user fees	4,058,783	4,088,832	4,109,053	4,211,795	4,360,884
Government transfers	3,236,077	4,620,554	4,814,105	5,325,161	4,448,452
Franchise fees	1,253,236	1,172,437	1,104,374	1,194,961	1,053,906
Investment income	120,979	159,301	156,091	101,447	75,367
Fines, licenses, permits & penalties	301,395	369,596	344,312	423,044	320,087
Other	335,322	693,892	700,686	202,547	362,494
Contributed assets	-	228,876	190,112	248,678	101,843
TOTAL REVENUE	\$ 18,679,093	\$ 20,628,521	\$ 20,592,964	\$ 20,657,950	\$ 19,730,857

2020 Consolidated Revenue By Function



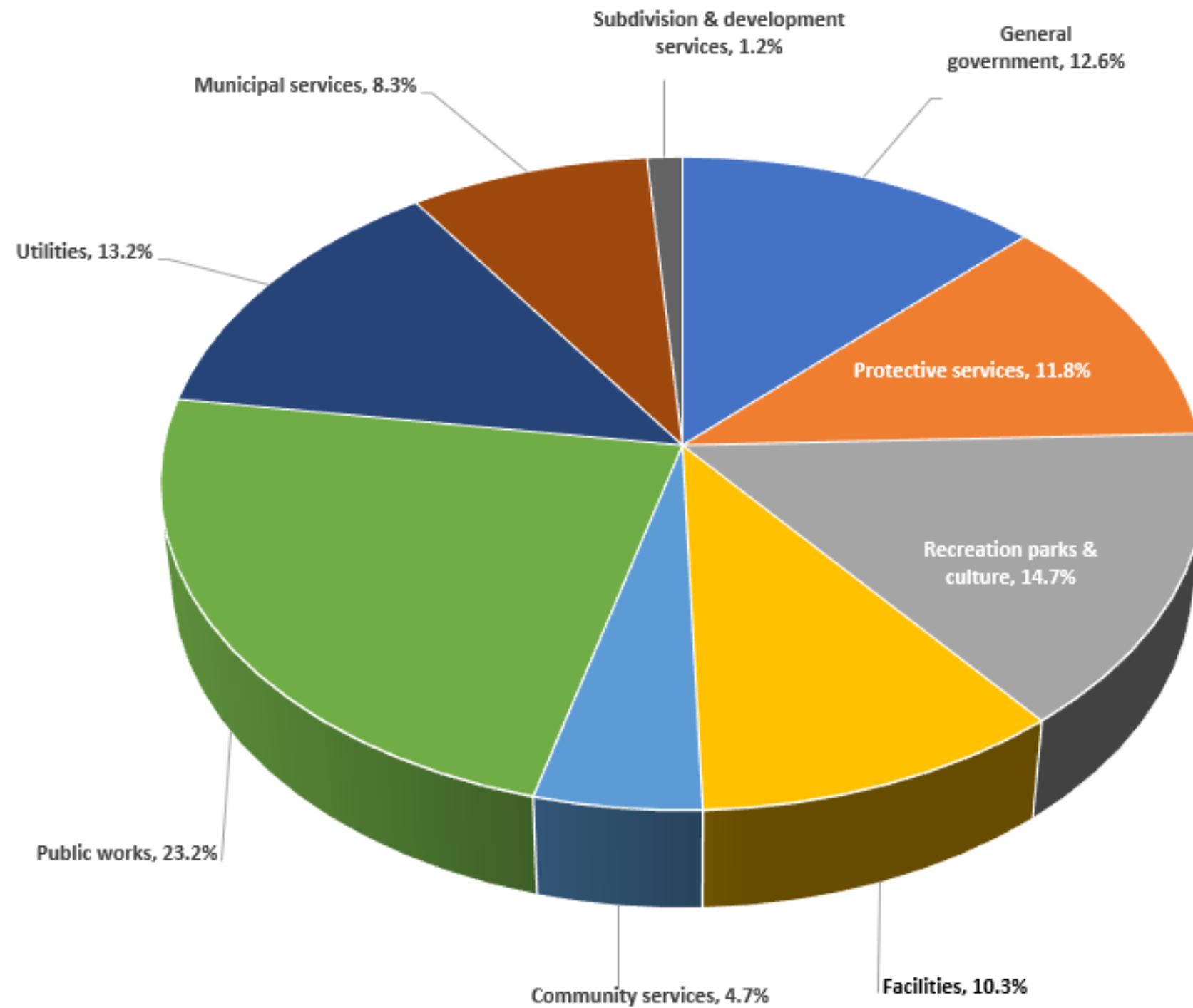
2020 Consolidated Revenue by Object



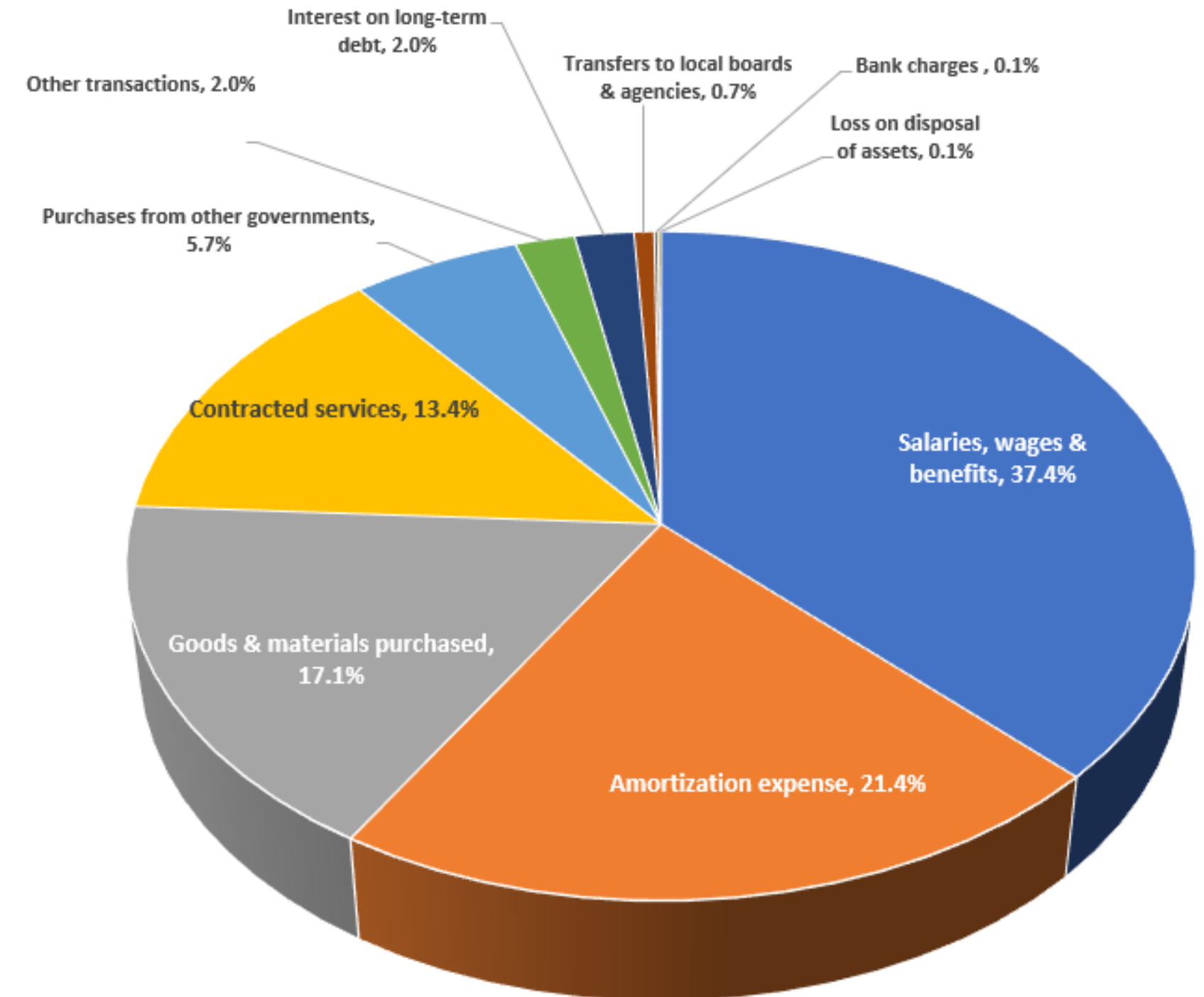
Five Year Summary of Consolidated Expenses
For the years ended Dec 31, 2016 to 2020

EXPENSES BY FUNCTION	2020	2019	2018	2017	2016
General Government	\$ 2,428,783	\$ 2,676,454	\$ 2,313,522	\$ 2,144,259	\$ 1,940,710
Protective Services	2,263,708	3,314,000	4,348,419	4,179,982	3,964,159
Recreation, parks, and culture	2,832,782	3,262,540	3,184,167	3,118,230	3,033,388
Facilities	1,974,819	1,958,677	1,684,579	1,641,592	1,764,458
Community Services	895,504	1,084,489	924,882	1,313,288	1,259,275
Public Works	4,457,382	4,355,070	4,402,563	4,957,407	4,324,482
Utilities	2,528,372	2,446,022	2,479,451	2,526,768	2,460,878
Municipal Services	1,596,805	1,503,286	1,315,965	1,255,929	1,228,325
Subdivision & development services	234,204	264,368	234,173	275,295	312,777
TOTAL EXPENSES BY FUNCTION	\$ 19,212,359	\$ 20,864,906	\$ 21,531,682	\$ 21,828,289	\$ 20,495,380
EXPENSES BY OBJECT					
Salaries, wages, and benefits	\$ 7,177,273	\$ 8,532,305	\$ 8,761,669	\$ 8,880,487	\$ 9,077,343
Contracted and general services	2,577,182	2,872,262	2,952,333	3,409,002	2,685,289
Purchases from other governments	1,104,508	1,021,761	1,110,715	1,161,676	971,434
Materials, goods, supplies & utilities	3,287,431	3,523,309	3,354,596	3,456,631	3,203,080
Other transactions	391,066	257,369	661,266	359,981	149,309
Transfers to local boards & agencies	131,833	252,088	209,935	254,881	76,193
Bank charges & short-term interest	25,403	31,696	49,441	53,200	40,622
Interest on long-term debt	388,330	349,602	319,206	259,788	244,730
Loss on disposal of assets	19,732	56,718	50,350	-	122,496
Amortization of capital assets	4,109,601	3,967,796	4,062,171	3,992,643	3,924,884
TOTAL EXPENSES BY OBJECT	\$ 19,212,359	\$ 20,864,906	\$ 21,531,682	\$ 21,828,289	\$ 20,495,380

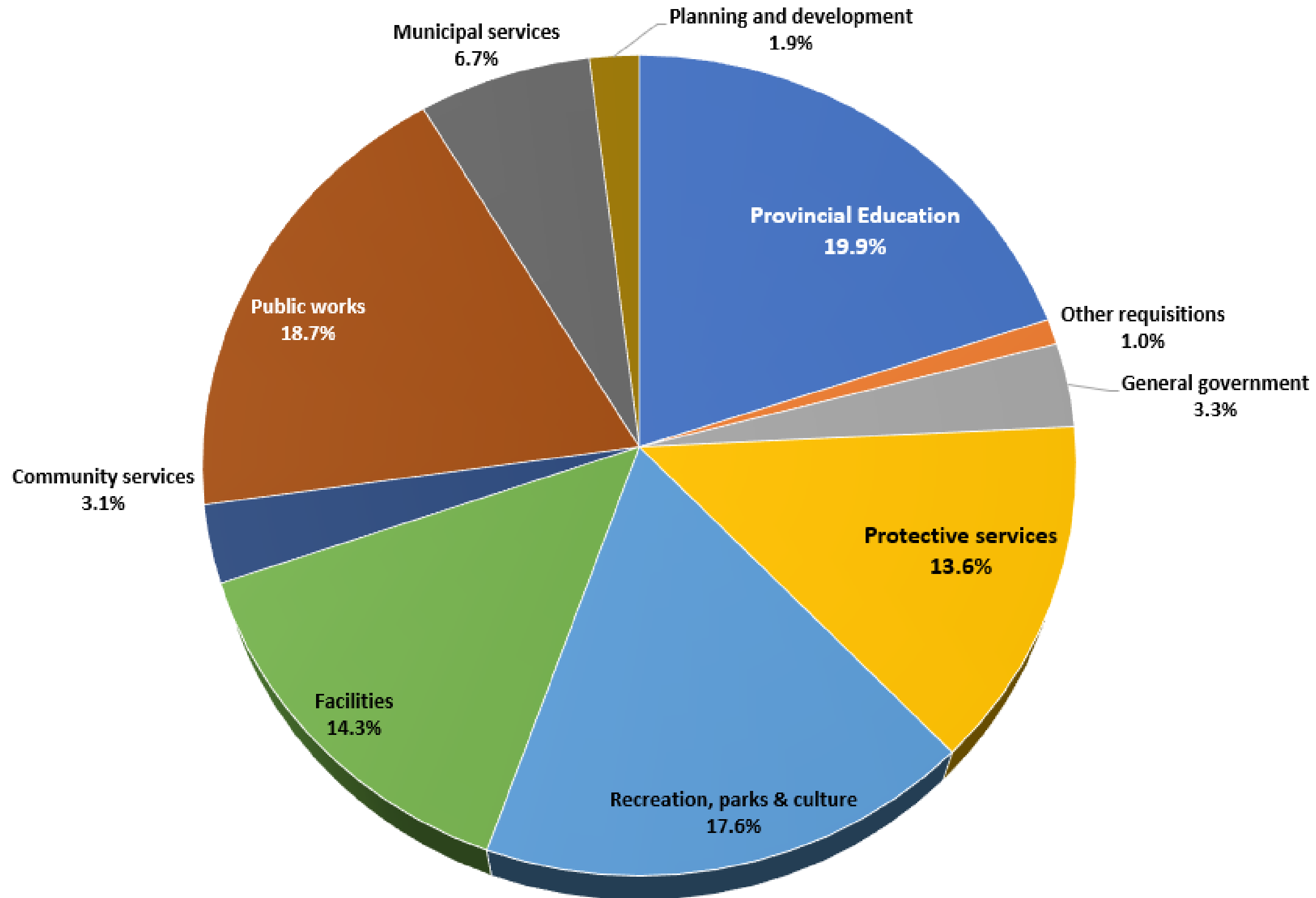
2020 Expenses by Function



2020 Expenses by Object



Where tax dollars are spent





Part 4:

Contacts

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2020 ANNUAL REPORT



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Town Departments

**Aquatic and Fitness Centre &
Wally Fedun Arena**

4509 - 48 Street | PO Box 640
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P: 780.632.3100
F: 780.632.7759

Public Works

5417 Birch Avenue | PO Box 640
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P: 780.632.3439
F: 780.632.4274
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