



TOWN OF DIDSBURY AGENDA
Regular Council Meeting
Tuesday, April 27, 2021 at 6:00 p.m.
Held by ZOOM Meeting

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. DELEGATION/ PRESENTATIONS
 - 3.1 BDO Canada LLP Auditors Pg. 2
 - 3.2 Didsbury & District Chamber of Commerce
4. ADOPTION OF MINUTES
 - 4.1 April 13, 2021 Regular Council Meeting Pg. 34
5. PUBLIC HEARINGS- *No public hearings*
6. BYLAWS & POLICIES
 - 6.1 Supplemental Assessment Bylaw 2021-05 (2nd & 3rd reading) Pg. 41
7. BUSINESS
 - 7.1 2020 Audited Financial Statements Pg. 43
 - 7.2 Write off Uncollectable Accounts Pg. 44
 - 7.3 Community Signage Project Pg. 45
 - 7.4 Support for the 2021 Census Pg. 67
 - 7.5 Power to 20th Avenue Poles Pg. 68
 - 7.6 Didsbury Curling Club Financial Relief Pg. 69
 - 7.7 Form of Ballot 2021 Municipal Election Pg. 71
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 - 7.11 Economic Development Marketing Plan Review Pg. 76
 - 7.12 2021 Operating Budget Pg. 102
8. REPORTS
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9. CORRESPONDENCE & INFORMATION Pg. 112
 - 9.1 Policy & Governance Committee Meeting Notes for March 31, 2021 Pg. 113
 - 9.2 Strategic Planning Committee Meeting Notes for April 7, 2021 Pg. 114
 - 9.3 Performance Evaluation Committee Meeting Notes for March 18, 2021 Pg. 116
 - 9.4 DEDAC Meeting Notes March 15, 2021 Pg. 117
 - 9.5 Chinook's Edge School Division Board of Trustees Pg. 118
 - 9.6 Minister Schweitzer on Town of Didsbury Virtual Town Halls Pg. 119
 - 9.7 Letters from residents on Credit Card Application Fee Waiver Pg. 120
10. COUNCIL MEETING HIGHLIGHTS (Roundtable) Pg. 130
11. QUESTION PERIOD
Public Gallery / Press Gallery
12. CLOSED MEETING (in accordance with Division 2 of the *FOIP Act*)
 - 12.1 Sec. 16, 25 (Land matter)
 - 12.2 Sec.23, 24 (Local body confidences; advice from officials)
 - 12.3 Sec. 24 (Advice from Officials)
13. ADJOURNMENT

Personal information heard in this meeting is being collected under the authority of Section 33 of the Freedom of Information and Protection of Privacy Act. Public meeting of the Town of Didsbury, including presentations made by speakers, are recorded in Minutes and posted on the Town of Didsbury website. If you have any questions about the collection of information, please contact the FOIP Coordinator at 403-335-7731 or email legislative@didsbury.ca.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|----------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Delegation – BDO LLP |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 3.1 |

BACKGROUND/PROPOSAL:

BDO Canada LLP is in attendance to present the 2020 audited Financial Statements to Council.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Section 276(1) of the Revised Statutes of Alberta 2000 Chapter M-26 states that each municipality must prepare annual financial statements of the municipality for the immediately preceding year.

RECOMMENDATION

That Council move to thank the representatives from BDO LLP for their presentation on the 2020 Audited Financial Statements.

**Town of Didsbury
Consolidated Financial Statements
For the year ended December 31, 2020**

Draft for discussion purposes

Town of Didsbury
Consolidated Financial Statements
For the year ended December 31, 2020

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Independent Auditor's Report

To the Mayor and Council of the Town of Didsbury

Opinion

We have audited the consolidated financial statements of Town of Didsbury and its controlled or owned organizations (the Group), which comprise the consolidated statement of financial position as at December 31, 2020, and the consolidated statement of operations, consolidated statement of changes in net financial assets, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2020 and its consolidated financial performance and its cash flows for the year then ended in accordance with 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 Group 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 Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with 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 Group'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 Group or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated 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.

Independent Auditor's Report - continued

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:

- Identify and assess the risks of material misstatement of the consolidated 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 Group'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 Group'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 Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

Chartered Professional Accountants
Red Deer County, Alberta
April 27, 2021

Town of Didsbury
Consolidated Statement of Financial Position

| December 31 | 2020 | 2019 |
|--|----------------------|----------------------|
| Financial assets | | |
| Cash and cash equivalents (Note 1) | \$ 7,283,740 | \$ 5,717,621 |
| Short-term investment (Note 2) | 13,356 | 13,068 |
| Taxes receivable (Note 3) | 464,317 | 342,874 |
| Accounts receivable (Note 4) | 1,429,484 | 1,603,174 |
| Loans receivable (Note 5) | 277,123 | 301,276 |
| Inventory held for resale (Note 6) | 1,508,958 | 1,508,958 |
| | <u>10,976,978</u> | <u>9,486,971</u> |
| Liabilities | | |
| Accounts payable and accrued liabilities | 761,627 | 463,392 |
| Employee benefit obligation (Note 7) | 116,103 | 104,073 |
| Deposit liabilities | 32,001 | 13,428 |
| Deferred revenue (Note 8) | 3,176,586 | 2,295,193 |
| Long-term debt (Note 9) | 3,790,458 | 4,354,769 |
| | <u>7,876,775</u> | <u>7,230,855</u> |
| Net financial assets | <u>3,100,203</u> | <u>2,256,116</u> |
| Non-financial assets | | |
| Tangible capital assets (Note 10) | 62,543,357 | 61,426,990 |
| Inventory for consumption | 53,322 | 71,581 |
| Prepaid expenses | 547,406 | 241,686 |
| | <u>63,144,085</u> | <u>61,740,257</u> |
| Accumulated surplus (Note 12) | <u>\$ 66,244,288</u> | <u>\$ 63,996,373</u> |
| Debt and contingencies | | |
| Debt limits (Note 19) | | |
| Contingencies (Note 20) | | |
| Funds held in trust (Note 21) | | |

Town of Didsbury
Consolidated Statement of Operations

| For the year ended December 31 | Budget 2020 | 2020 | 2019 |
|---|----------------|---------------|---------------|
| Revenue | | | |
| Net municipal taxes (Note 14) | \$ 4,676,174 | \$ 4,684,298 | \$ 4,846,195 |
| Government transfers for operating (Note 15) | 1,101,975 | 1,095,263 | 857,217 |
| Sales and user fees | 4,660,763 | 3,808,497 | 4,809,900 |
| Franchises and concessions | 760,000 | 756,720 | 759,070 |
| Investment income | 60,000 | 63,450 | 103,317 |
| Penalties and fines | 145,500 | 159,930 | 186,773 |
| Licenses and permits | 119,450 | 122,600 | 133,095 |
| Contributed assets | - | 637,153 | - |
| | 11,523,862 | 11,327,911 | 11,695,567 |
| Expenditures (Note 16) | | | |
| Legislative | 250,184 | 207,502 | 248,808 |
| Administration | 925,662 | 871,962 | 771,188 |
| Protective services | 1,540,706 | 1,512,484 | 1,135,771 |
| Transportation services | 2,158,990 | 2,192,104 | 1,968,529 |
| Water and wastewater | 2,164,157 | 2,095,208 | 2,165,051 |
| Waste management | 529,727 | 518,680 | 526,485 |
| Planning and development | 537,908 | 400,810 | 660,207 |
| Recreation, parks and culture | 2,582,868 | 2,348,652 | 2,675,168 |
| Community services | 641,724 | 514,044 | 571,490 |
| | 11,331,926 | 10,661,446 | 10,722,697 |
| Excess of revenue over expenditures before other | 191,936 | 666,465 | 972,870 |
| Other | | | |
| Government transfers for capital (Note 15) | 2,445,000 | 1,598,841 | 704,172 |
| Gain (loss) on disposal of capital assets | - | (17,391) | 9,457 |
| Excess of revenue over expenditures | 2,636,936 | 2,247,915 | 1,686,499 |
| Accumulated surplus, beginning of year | 63,996,373 | 63,996,373 | 62,309,874 |
| Accumulated surplus, end of year | \$ 66,633,309 | \$ 66,244,288 | \$ 63,996,373 |

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

Town of Didsbury
Consolidated Statement of Change in Net Financial Assets

| For the year ended December 31 | Budget 2020 | 2020 | 2019 |
|--|---------------------|---------------------|---------------------|
| Excess of revenue over expenditures | \$ 2,636,936 | \$ 2,247,915 | \$ 1,686,499 |
| Acquisition of tangible capital assets | (3,232,500) | (3,225,483) | (1,888,120) |
| Amortization of tangible capital assets | 2,045,371 | 2,045,371 | 2,028,098 |
| Net (gain) loss on disposal of tangible capital assets | - | 17,391 | (9,457) |
| Proceeds on disposal of tangible capital assets | - | 46,353 | 125,379 |
| | 1,449,807 | 1,131,547 | 1,942,399 |
| Change in prepaid expenses | - | (305,720) | (120,100) |
| Consumption of inventory of supplies | - | 18,260 | 14,478 |
| Net change in net financial assets | 1,449,807 | 844,087 | 1,836,777 |
| Net financial assets, beginning of year | 2,256,116 | 2,256,116 | 419,339 |
| Net financial assets, end of year | \$ 3,705,923 | \$ 3,100,203 | \$ 2,256,116 |

Town of Didsbury
Consolidated Statement of Cash Flows

| For the year ended December 31 | 2020 | 2019 |
|--|---------------------|---------------------|
| Operating transactions | | |
| Excess of revenue over expenditures | \$ 2,247,915 | \$ 1,686,499 |
| Items not involving cash | | |
| Amortization | 2,045,371 | 2,028,098 |
| Net loss (gain) on disposal of tangible capital assets | 17,391 | (9,457) |
| Changes in non-cash operating balances | | |
| Taxes receivable | (121,443) | 82,010 |
| Accounts receivable | 173,690 | 257,929 |
| Inventory held for resale | - | 107,711 |
| Prepaid expenses | (305,720) | (120,100) |
| Accounts payable and accrued liabilities | 298,235 | (1,074,081) |
| Inventory for consumption | 18,260 | 14,478 |
| Employee benefit obligation | 12,030 | (27,098) |
| Deposit liabilities | 18,573 | (4,084) |
| Deferred revenue | 881,393 | 836,986 |
| | <u>5,285,695</u> | <u>3,778,891</u> |
| Capital transactions | | |
| Acquisition of tangible capital assets | (3,225,483) | (1,888,120) |
| Proceeds on disposal of tangible capital assets | 46,353 | 125,379 |
| | <u>(3,179,130)</u> | <u>(1,762,741)</u> |
| Investing transactions | | |
| Dividends on short-term investment | (288) | (501) |
| (Increase) decrease in restricted cash balance | (602,111) | (740,074) |
| Loans receivable | 24,153 | 28,902 |
| | <u>(578,246)</u> | <u>(711,673)</u> |
| Financing transactions | | |
| Repayment of debt | (564,311) | (637,006) |
| | <u>(564,311)</u> | <u>(637,006)</u> |
| Net change in cash and cash equivalents | 964,008 | 667,471 |
| Cash and cash equivalents, beginning of year | 4,707,256 | 4,039,785 |
| Cash and cash equivalents, end of year | \$ 5,671,264 | \$ 4,707,256 |
| Cash and cash equivalents is comprised of: | | |
| Cash and cash equivalents | \$ 7,283,740 | \$ 5,717,621 |
| Less: restricted (Note 1) | (1,612,476) | (1,010,365) |
| | <u>\$ 5,671,264</u> | <u>\$ 4,707,256</u> |

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

Town of Didsbury
Summary of Significant Accounting Policies

December 31, 2020

**Management's
Responsibility for the
Financial Statements**

The consolidated financial statements of the Town are the responsibility of management. They have been prepared in accordance with Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

Basis of Consolidation

The financial statements reflect the assets, liabilities, revenue and expenses of all municipal organizations, Committees and Boards which are owned or controlled by the Town and are, therefore, accountable to the Town Council for the administration of their financial affairs and resources. Included with the municipality are the following:

Didsbury Municipal Library

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

The statement excludes trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances are eliminated.

**Cash and Cash
Equivalents**

Management considers all highly liquid investments with maturity of three months or less at acquisition to be cash equivalents.

Investments

Investments are recorded at cost unless there has been a decline in the market value which is other than temporary in nature in which case the investments are written down to market value.

Land held for Resale

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

Inventory of Supplies

Inventories of materials and supplies for consumption are valued at the lower of cost or replacement cost.

**Excess Collections and
Under-levies**

Excess collections arise from the difference between the actual levy made to cover each requisition and the actual amount requisitioned. If the actual levy exceeds the requisition, the excess collection is accrued as a liability and as a reduction in property tax revenue. Requisition tax rates in the subsequent year are adjusted for any excess collections.

Town of Didsbury
Summary of Significant Accounting Policies

December 31, 2020

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:

| | |
|--------------------------------------|----------------|
| Land improvements | 15 to 45 years |
| Buildings | 10 to 50 years |
| Engineered Structures | |
| Water system | 45 to 75 years |
| Wastewater system | 45 to 75 years |
| Other engineered structures | 15 to 30 years |
| Machinery, equipment and furnishings | 5 to 20 years |
| Vehicles | 10 to 20 years |

Leased Assets

Leases entered into that transfer substantially all the benefits and risks associated with ownership are recorded as the acquisition of a tangible capital asset and the incurrence of an obligation. The asset is amortized in a manner consistent with tangible capital assets owned by the Town, and the obligation, including interest thereon, is liquidated over the term of the lease. All other leases are accounted for as operating leases, and the rental costs are expensed as incurred.

Deferred Revenue

Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations in the year in which it is used for the specified purpose.

Government Transfers

Government transfers, which include legislative grants, are recognized in the financial statements in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.

Town of Didsbury
Summary of Significant Accounting Policies

December 31, 2020

| | |
|---|---|
| Revenue Recognition | <p>Taxes are recognized as revenue in the year they are levied.</p> <p>Charges for sewer and water usage are recorded as user fees. Connection fee revenues are recognized when the connection has been established.</p> <p>Conditional grant revenue is recognized to the extent the conditions imposed on it have been fulfilled. Unconditional grant revenue is recognized when monies are receivable.</p> <p>Grants for the acquisition of tangible capital assets are recognized in the period in which eligible expenditures are made.</p> <p>Sales of service and other revenue is recognized on an accrual basis.</p> |
| Use of Estimates | <p>The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.</p> |
| Liability for Contaminated Sites | <p>A contaminated site is a site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. Sites that are currently in productive use are only considered a contaminated site if an unexpected event results in contamination. A liability for remediation of contaminated sites is recognized when the organization is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring.</p> |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

1. Cash and Cash Equivalents

| | 2020 | 2019 |
|--|---------------------|---------------------|
| Current account, bearing interest at 0.75% | \$ 1,773,733 | \$ 603,476 |
| Savings, bearing interest at 0.75% | 5,510,007 | 5,114,145 |
| | <u>\$ 7,283,740</u> | <u>\$ 5,717,621</u> |

The Town of Didsbury has established a line of credit with Mountain View Financial ("MVF") to a maximum of \$1,000,000 which bears interest at prime rate. As of December 31, 2020 \$nil (2019 - \$nil) was drawn on this line of credit. At December 31, 2020, prime rate was 2.45% (2019 - 3.95%).

Included in the above amounts are the following amounts received from the Government of Alberta as conditional grants held exclusively for future projects.

| | 2020 | 2019 |
|---|---------------------|---------------------|
| Municipal Sustainability Initiative ("MSI") | \$ 1,519,065 | \$ 865,318 |
| Gas Tax Fund ("GTF") | 30,791 | 145,047 |
| Municipal Stimulus Program ("MSP") | 62,620 | - |
| | <u>\$ 1,612,476</u> | <u>\$ 1,010,365</u> |

2. Short-term Investments

| | 2020 | 2019 |
|--------------------------------|-----------|-----------|
| Mountain View Financial Shares | \$ 13,356 | \$ 13,068 |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

3. Taxes Receivable

| | 2020 | 2019 |
|-----------------------------------|-------------------|-------------------|
| Current taxes and grants in place | \$ 317,619 | \$ 265,635 |
| Non-current taxes | 146,698 | 77,239 |
| | <u>\$ 464,317</u> | <u>\$ 342,874</u> |

4. Accounts Receivable

| | 2020 | 2019 |
|----------------------------------|---------------------|---------------------|
| Grants receivable | \$ 864,921 | \$ 1,025,427 |
| Utilities receivable | 283,347 | 258,434 |
| Goods and service tax receivable | 88,038 | 66,134 |
| Other receivables | 193,178 | 253,179 |
| | <u>\$ 1,429,484</u> | <u>\$ 1,603,174</u> |

5. Loans Receivable

| | 2020 | 2019 |
|---|-------------------|-------------------|
| Mortgage receivable, repayable in monthly installments of \$2,333, due July 2021 | \$ 65,399 | \$ 74,924 |
| Loan receivable, repayable in annual installments of \$10,000, due August 2022 | 30,000 | 40,000 |
| Loan receivable, repayable in blended annual payments of \$5,862, due February 2027 | 36,517 | 41,145 |
| Loan receivable, quarterly interest only payments until development occurs | 145,207 | 145,207 |
| | <u>\$ 277,123</u> | <u>\$ 301,276</u> |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

6. Inventories for Resale

| | 2020 | 2019 |
|-----------------|------------------|------------------|
| DHS Land | \$ 800,000 | \$ 800,000 |
| Shantz Crossing | 708,958 | 708,958 |
| | <u>1,508,958</u> | <u>1,508,958</u> |

The Town has invested certain costs in the development of Shantz Crossing which are included in Tangible Capital Assets and interest on long-term debt in the year in which it was incurred.

| | | |
|---|---------------------|---------------------|
| Land held for resale as above | \$ 708,958 | \$ 708,958 |
| Infrastructure to be retained by the Town | 4,147,817 | 4,147,817 |
| Land to be retained by the Town | 114,350 | 114,350 |
| Utility adjustments | (47,506) | (47,506) |
| Subdivision servicing - 2007 | 429,250 | 429,250 |
| Off-site levies per bylaw | 942,204 | 942,204 |
| Interest on loans related to items above | 670,973 | 629,719 |
| | <u>\$ 6,966,046</u> | <u>\$ 6,924,792</u> |

7. Employee Benefit Obligation

| | 2020 | 2019 |
|----------------------|------------|------------|
| Accrued vacation pay | \$ 116,103 | \$ 104,073 |

Accrued vacation pay is comprised of the vacation that employees are deferring to future years.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

8. Deferred Revenue

| | Opening balance | Contributions received | Interest earned | Revenue recognized | Ending balance |
|--|---------------------|---------------------------|--------------------|-----------------------|---------------------|
| MSI Capital | \$ 979,378 | 1,099,109 | 11,895 | (571,317) | \$ 1,519,065 |
| MSI Operating | 15,119 | 168,329 | - | (183,448) | - |
| Mountain View County | - | 500,159 | - | (500,159) | - |
| Mountain View County - Fire Truck | - | 387,428 | - | - | 387,428 |
| Family and Community Support Services | - | 139,195 | - | (128,486) | 10,709 |
| Alberta Daycare Subsidy | - | 44,521 | - | (44,521) | - |
| GTF | 740,334 | 301,339 | 1,900 | (711,444) | 332,129 |
| Municipal Policing Assistance Grant ("MPAG") | - | 242,144 | - | (181,608) | 60,536 |
| COVID Grant - FCSS | - | 14,740 | - | (14,740) | - |
| COVID Grant - DOSCA | - | 42,300 | - | (42,300) | - |
| BMTG | 316,080 | - | - | (316,080) | - |
| Skatepark donations | 62,272 | 49,295 | - | - | 111,567 |
| Municipal Stimulus Program ("MSP") | - | 626,202 | - | - | 626,202 |
| Subdivision Development | 128,950 | - | - | - | 128,950 |
| Alberta School Foundation Fund | 53,060 | - | - | (53,060) | - |
| | \$ 2,295,193 | 3,614,761 | 13,795 | (2,747,163) | \$ 3,176,586 |

Grants

Under various grant agreements with the Government of Canada and the Government of Alberta, the Town is required to account for grants provided and to complete the projects or program in accordance with standards detailed in the various agreements. If these requirements are not adhered to, grants provided will become repayable to the source government. Unexpended funds are repayable to the source government upon final accounting. Funds are deferred until related expenditures under the specific grant agreement have been incurred.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

9. Long-Term Debt

Net long-term debt reported on the statement of financial position is comprised of the following:

| | <u>2020</u> | <u>2019</u> |
|---|---------------------|---------------------|
| Alberta Capital Finance Authority "ACFA" | | |
| Loan with interest at 6.6250% per annum, with semi-annual blended payments of \$91,225, maturing in 2025. | \$ 377,827 | \$ 439,908 |
| Loan with interest at 4.5840% per annum, with semi-annual blended payments of \$37,170, maturing in 2021. | 71,860 | 140,536 |
| Loan with interest at 4.8935% per annum, with semi-annual blended payments of \$25,070, maturing in 2027. | 294,172 | 328,645 |
| Loan with interest at 3.5690% per year, with semi-annual blended payments of \$74,498, maturing in 2026. | 738,116 | 857,561 |
| Loan with interest at 2.6760% per year, with annual blended payments of \$69,172, maturing in 2029. | 1,100,009 | 1,206,769 |
| Canadian Minerals Inc. mortgage payable with interest at 3.00% per year, with annual blended payments of \$91,599, maturing in 2025. | 382,948 | 459,302 |
| MVF mortgage payable, interest at prime rate per annum, with semi-annual blended payments of \$63,065, maturing in 2027. | \$ 825,526 | \$ 922,048 |
| | <u>\$ 3,790,458</u> | <u>\$ 4,354,769</u> |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

9. Long-Term Debt (Continued)

Principal and interest payments relating to long-term debt of \$3,790,458 outstanding are due as follows:

| | Principal Repayments | Interest Payments | Total |
|------------|-------------------------|----------------------|---------------------|
| 2021 | \$ 594,168 | \$ 126,603 | \$ 720,771 |
| 2022 | 540,946 | 105,485 | 646,431 |
| 2023 | 560,342 | 86,089 | 646,431 |
| 2024 | 580,497 | 65,934 | 646,431 |
| 2025 | 559,545 | 44,883 | 604,428 |
| Thereafter | 954,960 | 62,063 | 1,017,023 |
| | <u>\$ 3,790,458</u> | <u>\$ 491,057</u> | <u>\$ 4,281,515</u> |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

10. Tangible Capital Assets

| | 2020 | | | | | | | |
|---|--------------|-------------------|---------------|-----------------------|-------------------------|--------------|------------------|---------------|
| | Land | Land Improvements | Buildings | Engineered Structures | Machinery and Equipment | Vehicles | Work in Progress | Total |
| Cost, beginning of year | \$ 3,544,049 | \$ 2,760,328 | \$ 15,567,812 | \$ 66,151,312 | \$ 2,942,994 | \$ 1,631,145 | \$ 4,238,640 | \$ 96,836,280 |
| Additions | | 205,000 | - | 890,894 | 121,407 | 534,460 | 1,473,722 | 3,225,483 |
| Change in Work in Progress | - | 37,431 | - | - | 27,891 | - | (65,322) | - |
| Write-downs & disposals | - | (309) | - | (4,269) | (390,896) | (220,762) | - | (616,236) |
| Cost, end of year | \$ 3,544,049 | \$ 3,002,450 | \$ 15,567,812 | \$ 67,037,937 | \$ 2,701,396 | \$ 1,944,843 | \$ 5,647,040 | \$ 99,445,527 |
| Accumulated amortization, beginning of year | \$ - | \$ 971,583 | \$ 4,900,171 | \$ 26,500,566 | \$ 1,909,448 | \$ 1,127,522 | \$ - | \$ 35,409,290 |
| Amortization | - | 90,951 | 392,499 | 1,342,703 | 146,824 | 72,394 | - | 2,045,371 |
| Write-downs & disposals | - | (309) | - | (2,532) | (329,138) | (220,512) | - | (552,491) |
| Accumulated amortization, end of year | \$ - | \$ 1,062,225 | \$ 5,292,670 | \$ 27,840,737 | \$ 1,727,134 | \$ 979,404 | \$ - | \$ 36,902,170 |
| Net carrying amount, end of year | \$ 3,544,049 | \$ 1,940,225 | \$ 10,275,142 | \$ 39,197,200 | \$ 974,262 | \$ 965,439 | \$ 5,647,040 | \$ 62,543,357 |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

10. Tangible Capital Assets (continued)

| | | | | | | | | 2019 |
|---|--------------|-------------------|---------------|-----------------------|-------------------------|--------------|------------------|---------------|
| | Land | Land Improvements | Buildings | Engineered Structures | Machinery and Equipment | Vehicles | Work in Progress | Total |
| Cost, beginning of year | \$ 3,544,049 | \$ 2,731,099 | \$ 15,206,805 | \$ 61,903,837 | \$ 2,865,086 | \$ 1,586,245 | \$ 7,470,898 | \$ 95,308,019 |
| Additions | | - | 167,192 | 164,209 | 356,582 | 69,900 | 1,130,237 | 1,888,120 |
| Change in work in progress | | 29,229 | 250,000 | 4,083,266 | - | - | (4,362,495) | - |
| Disposals | - | - | (56,185) | - | (278,674) | (25,000) | - | (359,859) |
| Cost, end of year | \$ 3,544,049 | \$ 2,760,328 | \$ 15,567,812 | \$ 66,151,312 | \$ 2,942,994 | \$ 1,631,145 | \$ 4,238,640 | \$ 96,836,280 |
| Accumulated amortization, beginning of year, restated | \$ - | \$ 888,375 | \$ 4,537,178 | \$ 25,176,083 | \$ 1,947,486 | \$ 1,076,007 | \$ - | \$ 33,625,129 |
| Amortization | | 83,208 | 415,828 | 1,324,483 | 145,564 | 59,015 | - | 2,028,098 |
| Write-downs & disposals | | - | (52,835) | - | (183,602) | (7,500) | - | (243,937) |
| Accumulated amortization, end of year | \$ - | \$ 971,583 | \$ 4,900,171 | \$ 26,500,566 | \$ 1,909,448 | \$ 1,127,522 | \$ - | \$ 35,409,290 |
| Net carrying amount, end of year | \$ 3,544,049 | \$ 1,788,745 | \$ 10,667,641 | \$ 39,650,746 | \$ 1,033,546 | \$ 503,623 | \$ 4,238,640 | \$ 61,426,990 |

During the year the Town recognized in contributed assets 432,153 for a Fire Truck and 205,000 for the Valrose playground.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

11. Equity in Tangible Capital Assets

| | 2020 | 2019 |
|--------------------------|----------------------|----------------------|
| Tangible capital assets | \$ 99,445,527 | \$ 96,836,280 |
| Accumulated amortization | (36,902,170) | (35,409,290) |
| Debenture debt | (2,581,983) | (2,973,419) |
| Long-term debt | (1,208,475) | (1,381,350) |
| | <u>\$ 58,752,899</u> | <u>\$ 57,072,221</u> |

12. Accumulated Surplus

| | 2020 | 2019 |
|------------------------------------|----------------------|----------------------|
| Equity in tangible capital assets | \$ 58,752,899 | \$ 57,072,221 |
| Unrestricted surplus | 2,296,280 | 2,156,262 |
| | <u>61,049,179</u> | <u>59,228,483</u> |
| Restricted surplus | | |
| General operating | 1,172,245 | 1,051,341 |
| Utilities | 2,117,233 | 1,301,308 |
| Community Services | 4,694 | - |
| Cemetery | 19,749 | 19,749 |
| Culture | 41,866 | 41,866 |
| Land Development | 62,735 | 62,735 |
| Protective Services | 747,776 | 916,477 |
| Community Grant Program | 30,000 | - |
| Recreation facilities | 357,487 | 908,226 |
| Roads, streets, walks and lighting | 566,707 | 391,571 |
| Economic Development | 74,617 | 74,617 |
| | <u>5,195,109</u> | <u>4,767,890</u> |
| | <u>\$ 66,244,288</u> | <u>\$ 63,996,373</u> |

The equity in tangible capital assets represents amounts already spent and invested in infrastructure. Restricted surplus represents funds set aside by bylaw or council resolution or budgeted for specific purposes.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

13. Change in Accumulated Surplus

| | Unrestricted surplus | Restricted surplus | Equity in tangible capital assets | 2020 | 2019 |
|--|----------------------|--------------------|--------------------------------------|---------------|---------------|
| Balance, beginning of year | \$ 2,156,262 | \$ 4,767,890 | \$ 57,072,221 | \$ 63,996,373 | \$ 62,309,874 |
| Excess of revenue over expenses | 2,247,915 | - | - | 2,247,915 | 1,686,499 |
| Net operating transfers to restricted surplus | (427,219) | 427,219 | - | - | - |
| Debenture principal payments on capital | (564,311) | - | 564,311 | - | - |
| Acquisition of capital | (3,225,483) | - | 3,225,483 | - | - |
| Disposals and write-down of assets | 63,745 | - | (63,745) | - | - |
| Amortization | 2,045,371 | - | (2,045,371) | - | - |
| Change in accumulated surplus | \$ 140,018 | \$ 427,219 | \$ 1,680,678 | \$ 2,247,915 | \$ 1,686,499 |
| Balance, end of year | \$ 2,296,280 | \$ 5,195,109 | \$ 58,752,899 | \$ 66,244,288 | \$ 63,996,373 |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

14. Taxation - Net

| | Budget 2020 | 2020 | 2019 |
|---|----------------|--------------|--------------|
| Real property | \$ 6,368,009 | \$ 6,375,418 | \$ 6,517,271 |
| Linear property | 70,737 | 70,737 | 72,241 |
| Government grants in place of property taxes | 13,526 | 13,525 | 11,544 |
| Special assessments and local improvement taxes | - | 909 | 909 |
| | 6,452,272 | 6,460,589 | 6,601,965 |
| Requisitions | | | |
| Alberta School Foundation Fund | 1,556,073 | 1,556,874 | 1,603,775 |
| Mountain View Seniors Housing | 219,417 | 219,417 | 151,361 |
| Designated Industrial Property | 608 | - | 634 |
| | 1,776,098 | 1,776,291 | 1,755,770 |
| Available for general municipal purposes | \$ 4,676,174 | \$ 4,684,298 | \$ 4,846,195 |

15. Government Transfers

| | Budget 2020 | 2020 | 2019 |
|----------------------------|----------------|--------------|--------------|
| Operating | | | |
| Federal government | \$ 4,000 | \$ - | \$ 6,463 |
| Provincial government | 586,816 | 595,104 | 356,946 |
| Other local government | 511,159 | 500,159 | 493,808 |
| | \$ 1,101,975 | \$ 1,095,263 | \$ 857,217 |
| Capital | | | |
| Provincial government | 2,445,000 | 1,598,841 | 704,172 |
| | \$ 2,445,000 | \$ 1,598,841 | \$ 704,172 |
| Total government transfers | \$ 3,546,975 | \$ 2,694,104 | \$ 1,561,389 |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

16. Expenditures by Object

| | Budget 2020 | 2020 | 2019 |
|---|----------------------|----------------------|----------------------|
| Salaries and wages | \$ 3,851,326 | \$ 3,595,304 | \$ 3,819,363 |
| Contracted and general services | 3,073,088 | 2,896,735 | 2,752,877 |
| Materials, goods and utilities | 1,728,517 | 1,533,640 | 1,491,299 |
| Transfer to local agencies | 343,540 | 343,556 | 373,732 |
| Transfer to individuals and organizations | 109,797 | 84,886 | 65,259 |
| Bank charges and short term interest | 18,100 | 14,685 | 13,620 |
| Interest on long-term debt | 162,187 | 147,269 | 178,449 |
| Amortization | 2,045,371 | 2,045,371 | 2,028,098 |
| | \$ 11,331,926 | \$ 10,661,446 | \$ 10,722,697 |

17. Municipal Employees Pension Plans

Local Authorities Pension Plan

Certain employees of the Town are eligible to be members of the Local Authorities Pension Plan (LAPP), a multi-employer pension plan which is covered by the Public Sector Pension Plans Act. The Plan serves about 200,000 people and over 400 employers. It is financed by employer and employee contributions and investment earnings of the LAPP Fund. The plan provides defined pension benefits to employees based on their length of service and rates of pay.

The Town contributes to the Plan at a rate of 9.39% of pensionable earnings up to the Canada Pension Plan Maximum Pensionable Earnings and 13.84% for the excess. Employees contribute to the Plan at a rate of 8.39% of pensionable earnings up to the Canada Pension Plan Maximum Pensionable Earnings and 12.84% for the excess.

Contributions for the year were:

| | 2020 | 2019 |
|------------------------|-------------------|-------------------|
| Employer contributions | \$ 251,338 | \$ 237,677 |
| Employee contributions | 226,540 | 214,215 |
| | \$ 477,878 | \$ 451,892 |

As this is a multi-employer pension plan, these contributions are the Town's pension benefit expense. No pension liability for this type of plan is included in the Town's financial statements. The most recent valuation as at December 31, 2019 indicates a surplus of \$7.913 billion (2018 - \$3.469 billion) for basic pension benefits. The actuary does not attribute portions of the unfunded liability to individual employers.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

18. Salary and Benefits Disclosure

Disclosure of salaries and benefits for municipal officials and designated officers as required by Alberta Regulation 313/2000 is as follows:

| | <u>Salary</u> | <u>Benefits & Allowances</u> | <u>Total 2020</u> | <u>Total 2019</u> |
|------------------------|---------------|--------------------------------------|-----------------------|-----------------------|
| Mayor Hunter | 38,098 | 2,270 | 40,368 | 43,817 |
| Councillor Baswick | 19,338 | 402 | 19,740 | 24,134 |
| Councillor Crothers | 19,736 | 309 | 20,045 | 22,620 |
| Councillor Engel | 20,740 | 1,227 | 21,967 | 26,463 |
| Councillor Moore | 23,325 | 309 | 23,634 | 24,390 |
| Councillor Poggemiller | 21,575 | 1,532 | 23,107 | 24,861 |
| Councillor Windsor | 21,663 | 1,769 | 23,432 | 29,511 |
| CAO | 141,382 | 27,244 | 168,626 | - |
| CAO | - | - | - | 176,172 |
| Interim CAO | - | - | - | 61,333 |
| Interim CAO | - | - | - | 17,462 |

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

Benefits and allowances includes the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, accidental disability and dismemberment, dental coverage, vision coverage, and long and short term disability plans.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

19. Debt Limits

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

| | 2020 | 2019 |
|--------------------------------------|---------------|---------------|
| Total debt limit | \$ 17,264,567 | \$ 17,543,349 |
| Total debt | 3,790,458 | 4,354,769 |
| Total debt limit available | 13,474,109 | 13,188,580 |
| | | |
| Debt servicing limit | 2,877,428 | 2,923,892 |
| Debt servicing | 599,066 | 736,805 |
| Total debt servicing limit available | 2,278,362 | 2,187,087 |

The debt limit is calculated at 1.5 times revenue of the Town (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which 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.

20. Contingencies

The Town is a member of the Mountain View Regional Water Services Commission and the Mountain View Regional Waste Management Commission. Under the terms of the membership, the town is liable for its proportionate share of any losses incurred by the commissions. Any liability would be accounted for in the year the losses are determined.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

21. Funds Held in Trust

The Town administers funds for certain local organizations. The following amounts were held in trust as at year end.

| | 2020 | 2019 |
|--|-------------------|-------------------|
| Mountain View Regional Emergency Management Agency | 4,670 | 2,560 |
| Didsbury Firefighters Association | 7,261 | 15,292 |
| Valarosa Parks Association | - | 98,934 |
| Mountain View Family Resource Network | 111,091 | - |
| | <u>\$ 123,022</u> | <u>\$ 116,786</u> |

22. Budget

The budget adopted by Council on May 12, 2020 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to fund current year operation and capital activities. In addition, the budget expensed all tangible capital asset expenditures rather than including amortization expense. As a result, the budget figures presented in the statements of operations and change in net financial assets (debt) represent the budget adopted by Council on May 12, 2020 with adjustments as follows:

| | 2020 |
|---|---------------------|
| Operating budget surplus (deficit) | \$ - |
| Adjust for: | |
| Debenture principal payments | 558,585 |
| Net operating transfers from reserves | 3,022,616 |
| Unbudgeted amortization expense | <u>(944,265)</u> |
| Budgeted combined surplus per statement of operations | <u>\$ 2,636,936</u> |

December 31, 2020

23. Segmented Information

The Town is a diversified municipal government institution that provides a wide range of services to its citizens. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

Protective Services

Protective services is comprised of police, municipal enforcement, fire protection, and emergency management. This service area is responsible for the overall safety of the public through various prevention and enforcement activities.

Transportation Services

Transportation services is responsible for the delivery of municipal public works services related to the planning, development and maintenance of roadway systems, streets, sidewalks and lighting.

Water and Wastewater Services

Water and wastewater services provides drinking water to the Town's citizens and collects and treats wastewater. The Town processes and cleans sewage and ensures the water system meets all Provincial standards.

Waste Management Services

Waste management provides collection and disposal of solid waste, compost and recycling materials.

Planning and Development

The planning department is responsible for planning and development activities for the Town as well as subdivision and economic development.

Recreation, Parks and Culture

This service area maintains recreation infrastructure including parks, the Memorial Complex and other community centres as well as provides recreational and cultural programming and funding.

Community Services

This service area provides and administers community support programs.

General Government

This service area includes legislative and administrative support to all other service areas and the revenues and expenses that relate to the operations of the Town which cannot be directly attributed to a specific segment.

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

24. Segmented Information (continued)

The accounting policies of the segments are the same as those described in the summary of significant accounting policies. In measuring and reporting segment revenue from transactions with other segments, inter-segment transfers have been eliminated. The revenues and expenses that are directly attributable to a particular segment are allocated to that segment. Taxation revenue has been allocated to general government except where specific tax revenues can be directly allocated to a service area.

Draft for discussion purposes

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

23. Segmented Information (continued)

| For the year ended December 31 | Protective Services | Transportation Services | Water and Wastewater | Waste Management | Planning and Development | Recreation, Parks, Culture | Community Services | General Government | 2020 Total |
|---|--------------------------------|------------------------------------|---------------------------------|-----------------------------|-------------------------------------|---------------------------------------|-------------------------------|-------------------------------|-----------------------|
| Revenue | | | | | | | | | |
| Taxation | \$ - | \$ - | \$ 909 | \$ - | \$ - | \$ - | \$ - | 4,683,389 | \$ 4,684,298 |
| Government transfers for operating | 181,608 | - | - | - | 15,120 | 596,461 | 278,745 | 23,329 | 1,095,263 |
| Government transfers for capital | - | 887,398 | - | - | - | 711,443 | - | - | 1,598,841 |
| Sales and user fees | 347,235 | 111,680 | 2,473,963 | 559,949 | 2,200 | 213,669 | 51,990 | 47,811 | 3,808,497 |
| Franchises and concessions | - | - | - | - | - | - | - | 756,720 | 756,720 |
| Investment income | - | - | - | - | - | - | - | 63,450 | 63,450 |
| Penalties and fines | 40,760 | - | 6,114 | - | - | - | - | 113,056 | 159,930 |
| Licences and permits | 15,532 | - | - | - | 105,988 | - | - | 1,080 | 122,600 |
| Gain (loss) on disposal of assets | (2,212) | 1,819 | (14,940) | - | - | (2,058) | - | - | (17,391) |
| Contributed assets | - | - | - | - | - | - | - | 637,153 | 637,153 |
| | 582,923 | 1,000,897 | 2,466,046 | 559,949 | 123,308 | 1,519,515 | 330,735 | 6,325,988 | 12,909,361 |
| Expenses | | | | | | | | | |
| Salaries and wages | 586,446 | 374,186 | 355,501 | 55,402 | 237,765 | 924,119 | 347,228 | 714,657 | 3,595,304 |
| Contracted and general services | 514,449 | 226,126 | 930,498 | 445,665 | 120,205 | 374,648 | 67,804 | 217,340 | 2,896,735 |
| Materials, goods and utilities | 192,542 | 726,954 | 128,951 | 9,886 | 1,582 | 371,306 | 28,444 | 73,975 | 1,533,640 |
| Transfer to local agencies | - | - | - | - | - | 343,556 | - | - | 343,556 |
| Transfers to individuals and organizations | - | - | - | - | - | 13,995 | 66,631 | 4,260 | 84,886 |
| Bank charges and short- term interests | - | - | - | - | - | 1,939 | 451 | 12,295 | 14,685 |
| Interest on long-term debt | 26,733 | 45,454 | 33,824 | - | 41,258 | - | - | - | 147,269 |
| Amortization | 192,314 | 819,384 | 646,434 | 7,727 | - | 319,089 | 3,486 | 56,937 | 2,045,371 |
| | 1,512,484 | 2,192,104 | 2,095,208 | 518,680 | 400,810 | 2,348,652 | 514,044 | 1,079,464 | 10,661,446 |
| Net surplus (deficit) | \$ (929,561) | \$ (1,191,207) | \$ 370,838 | \$ 41,269 | \$ (277,502) | \$ (829,137) | \$ (183,309) | \$ 5,246,524 | \$ 2,247,915 |

Town of Didsbury
Notes to Consolidated Financial Statements

December 31, 2020

23. Segmented Information (continued)

| For the year ended December 31 | Protective Services | Transportation Services | Water and Wastewater | Waste Management | Planning and Development | Recreation, Parks, Culture | Community Services | General Government | 2019 Total |
|--|--------------------------------|------------------------------------|---------------------------------|-----------------------------|-------------------------------------|---------------------------------------|-------------------------------|-------------------------------|-----------------------|
| Revenue | | | | | | | | | |
| Taxation | \$ - | \$ - | \$ 909 | \$ - | \$ - | \$ - | \$ - | \$ 4,845,286 | \$ 4,846,195 |
| Government transfers for operating | - | - | - | - | 54,881 | 542,329 | 257,448 | 2,559 | 857,217 |
| Government transfers for capital | - | 533,476 | 170,696 | - | - | - | - | - | 704,172 |
| Sales and user fees | 464,728 | 62,603 | 2,395,929 | 535,554 | 685,349 | 507,357 | 133,803 | 24,577 | 4,809,900 |
| Franchises and concessions | - | - | - | - | - | - | - | 759,070 | 759,070 |
| Investment income | - | - | - | - | - | - | - | 103,317 | 103,317 |
| Penalties and fines | 45,772 | - | 8,057 | - | - | - | - | 132,944 | 186,773 |
| Licences and permits | 16,721 | - | - | - | 115,651 | - | - | 723 | 133,095 |
| Gain (loss) on disposal of assets | (8,880) | 29,158 | (3,350) | - | - | - | - | (7,471) | 9,457 |
| | <u>518,341</u> | <u>625,237</u> | <u>2,572,241</u> | <u>535,554</u> | <u>855,881</u> | <u>1,049,686</u> | <u>391,251</u> | <u>5,861,005</u> | <u>12,409,196</u> |
| Expenses | | | | | | | | | |
| Salaries and wages | 581,433 | 276,905 | 384,473 | 47,864 | 263,482 | 1,194,333 | 411,696 | 659,177 | 3,819,363 |
| Contracted and general services | 180,120 | 166,625 | 1,036,361 | 462,354 | 235,993 | 346,413 | 84,831 | 240,180 | 2,752,877 |
| Materials, goods and utilities | 160,096 | 638,164 | 90,128 | 8,540 | 109,025 | 420,838 | 14,237 | 50,270 | 1,491,298 |
| Transfer to local agencies | - | - | - | - | - | 373,732 | - | - | 373,732 |
| Transfers to individuals and organizations | - | - | - | - | - | - | 58,994 | 6,265 | 65,259 |
| Bank charges and short-term interest | - | 71 | - | - | - | 4,220 | 1,732 | 7,597 | 13,620 |
| Interest on long-term debt | 30,740 | 57,833 | 38,169 | - | 51,707 | - | - | - | 178,449 |
| Amortization | 183,382 | 828,931 | 615,920 | 7,727 | - | 335,632 | - | 56,507 | 2,028,099 |
| | <u>1,135,771</u> | <u>1,968,529</u> | <u>2,165,051</u> | <u>526,485</u> | <u>660,207</u> | <u>2,675,168</u> | <u>571,490</u> | <u>1,019,996</u> | <u>10,722,697</u> |
| Net surplus (deficit) | \$ (617,430) | \$ (1,343,292) | \$ 407,190 | \$ 9,069 | \$ 195,674 | \$ (1,625,482) | \$ (180,239) | \$ 4,841,009 | \$ 1,686,499 |

December 31, 2020

24. Uncertainty due to COVID-19

In March 2020, the impact of COVID-19 in Canada and on the global economy increased significantly. If the impacts of COVID-19 continue there could be further impact on the Municipality and its major customers, suppliers and other third party business associates that could impact the timing and amounts realized on the Municipality's assets and future profitability. At this time, the full potential impact of COVID-19 on the entity is not known.

25. Subsequent Events

During the 2019 year the Town entered into an agreement to purchase land and building for the total purchase price of \$1,100,000. Contained within current year prepaids is a deposit of \$110,000, paid towards the purchase of this property. The agreement was finalized in February 2021 and the Town took possession of the land and building at that time. The remaining funds of \$990,000 were paid from the general reserve account.

26. Comparative Figures

Wherever necessary, comparative figures have been reclassified to conform with current year financial statement presentation. There has been no effect on prior year net income.

27. Approval of Financial Statements

Council and Management approved these financial statements.



**Meeting Minutes of the Town of Didsbury
Regular Council Meeting
April 13, 2021
Held through ZOOM Meetings**

The regular meeting of Council for the Town of Didsbury was held through ZOOM Meetings on Tuesday, April 13, 2021 commencing at 6:07 p.m.

Present: Mayor R. Hunter
Deputy Mayor B. Windsor
Councillor J. Baswick
Councillor E. Poggemiller
Councillor M. Crothers
Councillor C. Engel
Councillor D. Moore

Staff: Chief Administrative Officer E. Gorner
Assistant CAO/Chief Financial Officer A. Riley
Senior Development Officer K. Pickett
Director of Community Services N. Aasen
Director of Engineering & Infrastructure, C. Fox
Manager of Legislative Services/Recording Officer L. Smith

CALL TO ORDER

Due to technical difficulties Mayor Hunter called the meeting to order at 6:07 p.m.

ADOPTION OF AGENDA

Add items: 7.11 - Signage
12.3 - Tax Penalties

Res. 145-21 MOVED by Deputy Mayor Windsor to approve the agenda as amended.

Carried

DELEGATION

Council Compensation Committee

Brad Blatz, on behalf of the committee presented their report on the review of council remuneration.

Councillor Crothers left the meeting at 6:20 and returned at 6:23 p.m. due to technical difficulties.

ADOPTION OF MINUTES

Res. 146-21 MOVED by Councillor Engel to approve the March 23, 2021 Regular Council Meeting Minutes as presented.

Carried

PUBLIC HEARING #2021-01

Mayor Hunter called the Public Hearing #2021-01 to order at 6:24 p.m.

Senior Development Officer Kristofer Pickett presented the following:

The Public Hearing is in regards to the removal of the MR designation of Lot 7MR, which is situated in the Shantz Village development, north of Highway 582. The intent of the removal, is to have lot 7 transferred (or

consolidated) into lot 8, and in return, through the process of subdivision, create a newly designated MR located on the southwest, west and north boundaries as seen in Schedule A on page 12 of the agenda package. At this time, the pathway is situated over private lands. Essentially, what is being proposed is a land swap between the Land Owner, Shantz Village Corporation and the Town of Didsbury, for the relocation of the MR accommodate the existing pedestrian connectivity pathway.

When a municipality wishes to dispose of land with a designation attached to it, the designation must first be removed before lands can be sold, leased or otherwise disposed of, as per Section 675 of the Municipal Government Act. "Removal of Designation as Municipal Reserve"

Before a municipality can dispose the designated lands, the following must occur:

- 1) Council must approve of the disposal of the MR
- 2) A public hearing must be held in accordance with section 230
- 3) The Public Hearing must be advertised in accordance with section 606 of the act. (was advertised for 2 consecutive weeks in the local paper March 29- April 9)
- 4) Form A: Removal of Municipal Reserve Dedication must be submitted to land titles

Once approved and completed, the transfer of land can commence. With Council approval, administration is prepared to bring forward the subdivision application for the newly proposed MR to the Municipal Planning Commission.

No written comments were received.

Questions from Public: Joyce McCoy provided a suggestion of annexing more land where the pathway is and place trees along the path to make a barrier.

Question from Council: Deputy Mayor Windsor, asked Mr. Pickett about the process to put the pathway into reserve? Mr. Pickett responded, with Council approval, administration will bring forward the subdivision application for the newly proposed MR to the Municipal Planning Commission.

Mayor Hunter adjourned the Public Hearing #2021-01 at 6:33 p.m.

BYLAWS & POLICIES

Utilities Rates & Fees Bylaw 2021-03

Res. 147-21 MOVED by Councillor Moore that Council grant second reading to Utilities Rates & Fees Bylaw 2021-03 as amended, with noted changes and that it be referred to the Policy & Governance Committee.

Carried

Tax Rate Bylaw 2021-04

Res. 148-21 MOVED by Councillor Moore that Council grant second reading to Tax Rate Bylaw 2021-04.

Carried

Supplementary Assessment Bylaw 2021-05

Res. 149-21 MOVED by Councillor Moore that Council grant first reading to Supplementary Assessment Bylaw 2021-05, and that it be referred back to the Policy & Governance Committee.

Carried

BUSINESS

2021 Operating Budget

- Res. 150-21 MOVED by Deputy Mayor Windsor to accept the 2021 Operation Budget as information, and that the following items be reviewed/adjusted to the draft 2021 Operating Budget as follows:
- Reduce the Tax Support from 4,772,317 to 4,629,412 representing a 1% decrease in revenue from tax from 2020.
 - The total Operating expenses be adjusted accordingly minimize the reduction in services.
 - The draft operating budget be referred to the Strategic Planning Committee and the Performance Evaluation Committee to explore levels of service for further discussion and recommendation.
 - Adjust the salaries and wages to reflect the Municipal Internship program and remainder of salaries and wage increase goes to the Roads Rehabilitation Program
 - Apply newly-announced Gas Tax Fund (that was doubled for this year) to the road rehabilitation program; specifically looking at 20th street (post office) and 19th Street (JDs)
 - Explore ways for the Rosebud Valley Campground to increase revenues
 - Adjust/reduce transfer to water reserves (currently proposed at \$500,000) to arrive at a break-even situation (or as minimal increase as possible) for cost of water increase to be balanced by lowering of wastewater/solid waste

Defeated

Councillor Poggemiller requested a recorded vote

- Res. 151-21 MOVED by Councillor Moore to accepted the 2021 draft Operational Budget as information and that it be referred to the Performance Evaluation Committee to explore levels of service and the suggestions that were made.

Councillor Baswick - For
Councillor Crothers - For
Councillor Engel - For
Mayor Hunter - For
Councillor Moore - For
Councillor Poggemiller - For
Councillor Windsor - For

Carried

Council Compensation

- Res. 152-21 MOVED by Councillor Moore that Council thank the Council Compensation Committee for their time and efforts, and in addition request that the Committee review all other aspects of Council remuneration.

Carried

Council took a 3-minute recess at 7:52 p.m. and resumed at 7:55 p.m.

Tax Notice Payment Period

- Res. 153-21 MOVED by Councillor Engel that Council approve to extend the Tax Notice payment period to 90 days from the time the tax notices are issued.

Carried

Credit Card Administration Fee

- Res. 154-21 MOVED by Councillor Baswick that Council approve to waive the administration fee for those paying taxes by credit card for the 2021 tax year, ending December 31, 2021.

Carried

Removal of Municipal Reserve

- Res. 155-21 MOVED by Councillor Engel to approve the disposal of Lot 7 MR in Shantz Park; and that Administration proceed in the preparation for the transfer of land to Lot 8 at 800 Shantz Drive.

Carried

Multi-Purpose Room and Lobby Roof

- Res. 156-21 MOVED by Councillor Engel that Council award the MPR and Lobby Roof project to Cooper Roofing and Exteriors at a value of \$127,000 + GST and that Administration proceed with contracting and scheduling.

Carried

Good Samaritan Recognition

- Res. 157-21 MOVED by Councillor Baswick to recognize Doug Howse and Tan Shu Jie for their continued efforts and volunteerism in keeping Memorial Park clean.

Carried

- Res. 158-21 MOVED by Councillor Engel to recognize Shirley Thompson for spreading music and joy for over 40 years in our community and for her volunteering with the seniors.

Carried

Alberta's Disaster Recovery Program

- Res. 159-21 MOVED by Deputy Mayor Windsor that Administration return a summary report on the impacts to homeowners in Didsbury from the new changes to the Disaster Recovery Program.

Carried

Outdoor/Patio Food and Dining Opportunities

- Res. 160-21 MOVED by Councillor Poggemiller to approve reducing red tape and delays in working with our local food, beverage and dining establishments to accommodate and expedite the immediate need for expanded and/or new outdoor dining and patio dining opportunities, and to include the use of parking space opportunities.

Carried

- Res. 161-21 MOVED by Councillor Poggemiller that Administration bring back as soon as possible the costs related to a forgiveness of municipal water and wastewater fees for the restaurant industry for three months.

Carried

Community Grant Program – Policy Principles

- Res. 162-21 MOVED by Deputy Mayor Windsor to approve the principles to be included in a Community Grant Program Policy and to refer it to the Policy & Governance Committee.

Carried

- Res. 163-21 MOVED by Deputy Mayor Windsor to approve the allocation from the 2020 Year-End Operating Surplus for Tax Purposes of \$30,000 to the Community Grant Reserve.

Initials

Carried

2021 Signage Capital Project

Res. 164-21 MOVED by Councillor Poggemiller that Council amend the 2021 Capital Budget by using \$10,000 of the Signage Budget from the Economic Development Reserve fund to be put towards the repairing the Town sign located at the Didsbury Hospital and use the remaining \$60,000 of the fund for Road Rehabilitation or if not possible, the remaining \$60,000 be used for Economic Development.

Carried

REPORTS

COVID-19 Update

Res. 165-21 MOVED by Councillor Crothers to accept the COVID-19 update for April 13, 2021 as information.

Carried

CAO Report

Res. 166-21 MOVED by Councillor Moore to accept the Chief Administrative Officer's Report for April 13, 2021 as information.

Carried

Council Reports

Res. 167-21 MOVED by Councillor Engel to accept the Council Reports for April 13 2021 as information.

Carried

CORRESPONDENCE AND INFORMATION

- Parkland Regional Library 2022 Per Capita Funding
- March 17, 2021 Policy & Governance Committee Meeting Notes
- March 17 and April 1, 2021 Strategic Planning Committee Meeting Notes

Res. 168-21 MOVED by Councillor Moore to accept the items presented as information.

Carried

COUNCIL MEETING HIGHLIGHTS

Council deemed the following items be highlighted from the April 13, 2021 Regular Council Meeting:

- Council recognized the following individuals as good Samaritans to our community:
Doug Howse and Tan Shu Jie for their continued efforts and volunteerism in keeping Memorial Park clean and Shirley Thompson for spreading music and joy for over 40 years in our community and for her volunteering with the seniors
- Council awarded the MPR and Lobby Roof project to Cooper Roofing and Exteriors at a value of \$127,000 + GST which is \$33,000 less than the proposed budget.
- The 2021 draft Operational Budget was presented as information and will be posted on the Town's website for comment from the public and will be referred to the Performance Evaluation Committee to explore levels of service.
- In response to the recent public health orders closing indoor dining, Council approved reducing red tap to work with our local food, beverage and dining establishments to accommodate and expedite the

Initials

immediate need for expanded and/or new outdoor dining and patio dining opportunities, and to include the use of parking space opportunities.

QUESTION PERIOD

CLOSED MEETING

Res. 169-21 MOVED by Deputy Mayor Windsor to go into closed meeting in accordance with Division 2 Sections 23 and 24 of the *FOIP Act* at 9:43 p.m.

Carried

The following staff attended the closed meeting session with Council:
Ethan Gorner, Chief Administrative Officer
Amanda Riley, Assistant CAO/Chief Financial Officer
Luana Smith, Manager of Legislative Services

RECONVENE

Res. 170-21 MOVED by Councillor Baswick to come out of closed meeting at 9:58 p.m.

Carried

Res. 171-21 MOVED by Councillor Crothers to reconvene the Regular Council Meeting on Wednesday, April 14, 2021 at 6:15 p.m. through ZOOM Meetings.

Carried

ADJOURNMENT

Res. 172-21 MOVED by Deputy Mayor Windsor to adjourn the meeting Regular Council Meeting for April 13, 2021 at 9:59 p.m.

Carried

CALL TO ORDER

Mayor Hunter reconvened the April 13, 2021 meeting to order at 6:18 p.m. on April 14, 2021.

CLOSED MEETING

Res. 173-21 MOVED by Councillor Moore to go into closed meeting in accordance with Division 2 Sections 23 and 24 of the *FOIP Act* at 6:18 p.m.

Carried

The following staff attended the closed meeting session with Council:
Ethan Gorner, Chief Administrative Officer
Amanda Riley, Assistant CAO/Chief Financial Officer
Luana Smith, Manager of Legislative Services

RECONVENE

Res. 174-21 MOVED by Councillor Baswick to come out of closed meeting at 7:42 p.m.

Carried

Res. 175-21 MOVED by Deputy Mayor Windsor to approve Mayor Hunter to meet with the Friends of the Library to express Council's intentions for the library.

Carried

Res. 176-21 MOVED by Councillor Moore to direct Administration not to extend the discussed agreement.
Carried

Res. 177-21 MOVED by Deputy Mayor Windsor to approve Mayor Hunter to forward a letter on behalf of
Council advising the Library that per capita funding will remain based on the 2016 census.
Carried

ADJOURNMENT

Res. 178-21 MOVED by Councillor Crothers to adjourn the meeting Regular Council Meeting for April 14, 2021
at 7:44 p.m.
Carried

Mayor – Rhonda Hunter

Chief Administrative Officer – Ethan Gorner



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

| | |
|------------------------|--|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Supplementary Assessment Bylaw 2021-05 |
| ORIGINATING DEPARTMENT | ACAO/CFO / Legislative Services |
| AGENDA ITEM | 6.1 |

BACKGROUND/PROPOSAL:

Bylaw 2021-05 is a bylaw to authorize supplementary assessments.

Supplementary Assessments will be prepared by the assessor during the taxation year.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The Policy & Governance Committee reviewed the Bylaw twice and are recommending it be approved by Council.

In accordance with section 313(3) of the *Municipal Government Act*, “A supplementary assessment bylaw or any amendment to it applies to the year in which it is passed, only if it is passed before May 1 of that year.”

In order to impose a Supplementary Assessment for this year, Bylaw 2021-05 requires second and third readings at this time.

RECOMMENDATION *(2 separate motions are required)*

That Council move to grant second reading to Supplementary Assessment Bylaw 2021-05.

AND

That Council move to grant third and final reading to Supplementary Assessment Bylaw 2021-05.

TOWN OF DIDSBURY
SUPPLEMENTARY ASSESSMENTS
BYLAW 2021-05

BEING A BYLAW OF THE TOWN OF DIDSBURY IN THE PROVINCE OF ALBERTA TO AUTHORIZE SUPPLEMENTARY ASSESSMENTS.

WHEREAS, the *Municipal Government Act* R.S.A. 2000, Chapter M-26 came into force on January 1, 2000; and

WHEREAS, Section 313(1) of the Act allows a Council to pass a bylaw authorizing supplementary assessments to be prepared for the purpose of imposing a tax under Part 10 of the Act in the same year; and

WHEREAS, Section 314 of the Act authorizes the Assessor of the Town of Didsbury to prepare supplementary assessments during the taxation year for all improvements and designated manufactured homes that are:

1. completed or begin to operate in the year in which they are to be taxed;
2. occupied during all or any part of the year, in which they are to be taxed;
3. moved into the Town of Didsbury during the year in which they are to be taxed and they will not be taxed in that year by another municipality; and

WHEREAS, the supplementary assessments must reflect:

1. the value of an improvement that has not been previously assessed; or
2. the increase in the value of an improvement since it was last assessed; and

WHEREAS, the supplementary assessments must be prepared in the same manner as assessments are prepared under Division 1, Part 9 of the Act, but must be pro-rated to reflect only the number of months during which the improvement is:

1. complete,
2. occupied,
3. located in the Town of Didsbury,
4. in operation; and

WHEREAS, Council wishes to pass a bylaw whereby supplementary assessments **shall be prepared;**

NOW THEREFORE, the Council of the Town of Didsbury enacts as follows:

1. This bylaw may be cited as the "Supplementary Assessments Bylaw".
2. The Assessor of the Town of Didsbury is hereby authorized to make supplementary assessments pursuant to the provisions of the Act.
3. The Assessor of the Town of Didsbury shall provide for the preparation and maintenance of a supplementary assessment roll.
4. This bylaw shall come into full force and effect upon the date of the third and final reading.

READ A FIRST TIME this 13th of April 2021

READ A SECOND TIME this _____ of _____ 2021

READ A THIRD AND FINAL TIME this _____ of _____ 2021

Mayor Rhonda Hunter

Chief Administrative Officer Ethan Gorner



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|-----------------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | 2020 Audited Financial Statements |
| ORIGINATING DEPARTMENT | ACAO/CFO |
| AGENDA ITEM | 7.1 |

BACKGROUND/PROPOSAL:

The audit of the Town's financial statements took place in March and April of 2021.

BDO Canada LLP attended the April 27, 2021 RCM as a delegation to present the 2020 Audited Financial Statements.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Section 276(1) of the Revised Statutes of Alberta 2000 Chapter M-26 states that each municipality must prepare annual financial statements of the municipality for the immediately preceding year in accordance with Public Sector Accounting Standards.

The approved audited financial statements and Financial Information Return must be provided to the Province by May 1, 2021.

ALIGNMENT WITH STRATEGIC PLAN

Economic Prosperity

RECOMMENDATION

That Council move to approve the 2020 Audited Financial Statements as presented.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|-------------------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Write Off of Uncollectible Accounts |
| ORIGINATING DEPARTMENT | ACAO/CFO |
| AGENDA ITEM | 7.2 |

BACKGROUND/PROPOSAL:

Town of Didsbury Policy FIN 005 requires the write off of general accounts receivable over \$300 and tax accounts receivable of any value require approval of Council.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Per the Provincial budget, the Town received a 50% payment of Grants in Place of Taxes for the 2020 year. The remaining balance of \$5,472.86 will not be collected due to the nature of the tax account.

There is one general account from 2019 which has been through the process of collection. Approximately 50% of the original balance was received by the Town. The remaining balance of \$1,714.36 will not be collected.

The total write off required is \$7,187.22.

RECOMMENDATION

That Council authorizes Administration to write off the outstanding receivables in the amount of \$7,187.22.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|---------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Community Signage Project |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 7.3 |

BACKGROUND/PROPOSAL:

On January 26, 2021, Council approved the first six items of the 2021 Capital Budget with resolution 027-21. On February 9, 2021, Council approved further items to the 2021 Capital Budget with resolution 054-21, which included the Community Digital Sign Project, with some aspects of the project referred to the Strategic Planning Committee.

At the April 13, 2021 Regular Council Meeting the community signage project was added to the agenda by resolution 145-21 and the following resolution was then later approved:

Res. 164-21 MOVED by Councillor Poggemiller that Council amend the 2021 Capital Budget by using \$10,000 of the Signage Budget from the Economic Development Reserve fund to be put towards the repairing of the Town sign located at the Didsbury Hospital and use the remaining \$60,000 of the fund for Road Rehabilitation or if not possible, the remaining \$60,000 returned to Economic Development Reserves.

The Town has received several letters and emails with regards to this recent removal of this project from the 2021 Capital Budget, which are attached below.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Administration is bringing these for Council's consideration.

RECOMMENDATION

That Council move to accept the letters and emails on the Community Signage Project as information.

AND/OR

A motion at Council's discretion

To Mayor Hunter and Council,

I am writing this letter to express my concerns. I am extremely disappointed in several of the motions that were made at Tuesday's council meeting (April 13, 2021).

The new town signs have become a much debated topic for some, mainly in a private discussion group on Facebook. A motion was passed to not add new signs. This is disappointing - while admittedly there can be some charm to well established "landmarks," the information part of the sign looks old and outdated. It's not attractive to those who may be seeking to move here and/or start a business here. The town opted for the electronic sign above the pool/area/multipurpose room to help keep people better informed, why are we not interested in updating the sign at the entrance to town?

Also, I am extremely concerned about the precedent that this motion sets. We have policies and procedures in place to give citizens a meaningful way to engage with our elected officials and for our elected officials to "(a) to consider the welfare and interests of the municipality as a whole " Section 153 of The Municipal Government Act. Citizens had a chance to provide feedback on the capital budget and when the topic was brought on Facebook, we had time to write letters and talk to our councillors. I have not seen any correspondence to reflect that citizens did contact the council in any of the town's agendas. On Tuesday night, after almost 3 months of budget discussions, several councillors changed their original vote based on discussions on Facebook. This is not how elected officials should be making decisions. Discussions on Facebook are merely gossip until citizens use the proper channels to engage with council. Particularly if some of these discussions are posted in a private group that's not accessible to the general public, and whose members may or may not be tax paying citizens of the town. As we have seen over the past few years, and especially during the pandemic, Facebook and other social media platforms can be rife with misinformation. The comments should be taken, perhaps, as an indication that more feedback via the proper, more transparent channels should be sought. Basing important council decision from opinions on social media sets a dangerous precedent. I would encourage all council members to take some time to make themselves more aware of the impact misinformation from social media can have. It would also be advisable to learn better ways to use such platforms to connect with citizens to and have them engage in feedback via the more appropriate processes,

I do not want elected officials who are tasked with spending my tax dollars and running this town to make decisions based on feedback obtained solely from social media.

Greg Norris
1537 21 Ave.
greg.norris@hotmail.com
(403-993-8395)

April 19, 2021

To Didsbury Town Council and Administration,

RE: Community Signage Complaint

I do not often write Town Council and Administration as I usually agree with programs initiated at the Council table. This time, I do not feel represented, either as a resident or as a Didsbury business owner. This issue concerns the latest change to the 2021 Capital Budget, an amendment voted on at the recent April 13th Regular Council meeting.

Back in October, you invited residents to participate in a Budget Survey. At that same time, you invited residents to a Virtual Town Hall, where we were also given an opportunity to give comment on a realm of possibilities, including items to be included in the Capital Budget.

There was also a two week window where the public was asked for input on the Capital Budget. Following all these opportunities for public input, which were sincerely appreciated, the Capital Budget was approved on February 9, 2021.

At that time, I was very pleased to see that the Capital Budget included "Land Improvements – Community Information Signage Project". Those of us involved in marketing, promotion, and tourism know that first impressions really are lasting impressions. Developing a brand image, and its proper marketing emphasizes our cultural character and distinctive identity. Like it or not, people do judge a book by its cover – the entryway into our community is the cover of our town's "book".

The signage at the east entrance to Didsbury was long overdue for updating and repair, and it was a treat to see it on the Capital Budget. Welcome signs are an investment with tremendous return. Quality entries state that you are a quality community.

The presentation by the Town's Project Manager was clear. The two signs were an economic development initiative – not only to clean and repair the one at the east entrance, but to upgrade to showcase the Town's branding with our logo and colours. The first sign shows signs of age and the finishes and paint are all peeling off. The wood structures are in a state of decay. The second sign would be welcomed by residents as it

will promote events and activities held throughout Didsbury, helping raise the communication between Town and residents.

The project was scheduled to begin in May, and totally changing the budget numbers in April, is unbelievably short-sighted, and perhaps, a knee-jerk reaction to pressure from social media participants.

The original budget was approved back in February, and I suspect a considerable amount of preparatory work has already been done – likely more than the \$10,000 introduced at the April 13th meeting. The original funds allocated in the Capital Budget for these signs were coming from Economic Development & Tourism Reserves, of which there was plenty to draw from. There was absolutely no reason to reduce the budget on the Community Information Signage Project.

Since you seem open to reviewing the Capital Budget after it has already been approved, and Administration has likely already moved ahead on preliminary tenders and engineering costs, I ask that you bring this item back to the Council table – immediately.

Our community can make an amazing and lasting impression by just putting out a branded, attractive, and current welcome mat. An attractive entrance is a very important strategy for every community. Residents and visitors deserve decorative, landscaped, progressive, well lit, and informative community signs. Anything less is a disservice.

Sincerely,

A handwritten signature in dark ink, appearing to read 'K Windsor', with a stylized, cursive script.

Kathleen Windsor
301 Secondary Highway 582
Didsbury, Alberta T0M 0W0
Phone/Text: 403-335-9445

To Mayor Hunter and Council,

I am writing this letter to express my concerns. I am extremely disappointed in several of the motions that were made at Tuesday's council meeting (April 13, 2021). As a citizen that has volunteered on several boards over the last 12 years, grew up in Didsbury and is now raising my children here, I have always tried to pay attention to council meetings and with the meetings now on zoom, my ability to attend the meetings has increased. I regularly started attending in January and because of that I was able to learn about the capital budget and even took the survey to express my support.

The new town signs have become a much debated topic for some, mainly in one group on Facebook. Last night a motion was passed to not add new signs. This is disappointing for several reasons; firstly new signs will greatly improve the town's welcome as you drive in. The current sign is crumbling, very outdated and does not match the other signs and branding in the town. Our town strives to be welcoming and we want businesses and families to come here. What does our mismatched, old sign say to potential businesses and residents?

Also, I am extremely concerned about the precedent that this motion sets. We have policies and procedures in place to give citizens a meaningful way to engage with our elected officials and for our elected officials to "(a) to consider the welfare and interests of the municipality as a whole " Section 153 of The Municipal Government Act. Citizens had a chance to provide feedback on the capital budget and when the topic was brought on Facebook, we had time to write letters and talk to our councillors. I have not seen any correspondence to reflect that citizens did contact the council in any of the town's agendas. And last night after almost 3 months of budget discussions, several councillors changed their original vote based on discussions on Facebook. This is not how elected officials should be making decisions. Discussions on Facebook are merely gossip until citizens use the proper channels to engage with council.

I do not want elected officials who are tasked with spending my tax dollars and running this town to make decisions based on gossip found online.

Melynda Crampton
2524 15ave

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Martin Labrecque
Mark / ah
2813 19th street

April 15, 2021


Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I would like this issue revisited and for the previous \$70,000 funds reinstated to be used to bring all of Didsbury signage and branding up to date.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed



Glenn Taylor

2135 18 Ave Didsbury

April 15, 2021

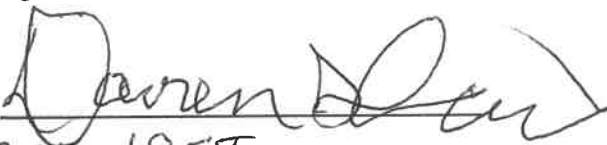
Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I am not opposed to the proposed \$70,000 budget for the two signs. If this cannot move forward at this time, I ask that the Town NOT spend \$10,000 to refurbish the existing sign while this issue is revisited. Please either continue with the original approval and reapprove the monies or pause the entire project at this time.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed


2205-195T
DARREN Shaw

April 15, 2021

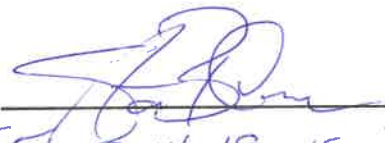
Town of Didsbury
1606 14 st
Didsbury, AB

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Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed


#5 2014 19 AVE P.O. Box 2530 Didsbury
STAN BARBOUR

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I would like to write this letter in response to Council's decision to reverse the decision on the new signage for the Town. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I would like this issue revisited and for the previous \$70,000 funds reinstated to be used to bring all of Didsbury signage and branding up to date.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed



Sheree Andrews

Box 355, 2131 18 Ave Didsbury.

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Sam Andrews
Dan Andrews
2131 18 Ave Didsbury

April 15, 2021


Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I would like to write this letter in response to Council's decision to reverse the decision on the new signage for the Town. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I would like this issue revisited and for the previous \$70,000 funds reinstated to be used to bring all of Didsbury signage and branding up to date.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed


33 westheights dr. didsbury

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. ~~I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes.~~ I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

→ Perhaps a complete "hold" of the decision until other options can be fully explored and agreed upon is a better plan. All 70000 held & not split to repair a sign we may not keep. Perhaps a compromise between digital vs heritage can be found instead of "Right fighting" each side. Where is the middle ground?
Thank you.

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I would like this issue revisited and for the previous \$70,000 funds reinstated to be used to bring all of Didsbury signage and branding up to date.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Christina Fernandez
Nadina Slot

Christina Fernandez
Nadina Slot

705 - 22 St Didsbury AB TOM ONO

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I would like to write this letter in response to Council's decision to reverse the decision on the new signage for the Town. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I would like this issue revisited and for the previous \$70,000 funds reinstated to be used to bring all of Didsbury signage and branding up to date.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Melvin Van Dyke
2102 12th ave

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I would like this issue revisited and for the previous \$70,000 funds reinstated to be used to bring all of Didsbury signage and branding up to date.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Angela Cole Angela Cole 1414 20th Ave. Didsbury AB

April 15, 2021


Town of Didsbury
1606 14 st
Didsbury, AB

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I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed



Box 2746 Didsbury
403 586-3146

Anne Klassen

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Chris Klamm
Didsbury AB.

April 15, 2021


Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

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Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed


Dorelle Hiebert

April 15, 2021


Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed



2153 20th Didsbury

Chelsea Hebert



Sheree Andrews <purplehairpastor@gmail.com>

letters

Laura Snider <sniderama@gmail.com>

Mon, Apr 26, 2021 at 10:57 AM

To: Sheree Andrews <purplehairpastor@gmail.com>

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I am not opposed to the proposed \$70,000 budget for the two signs. Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed 

Laura

Regehr

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my wishes regarding the signage budget change that occurred at council meeting on April 13, 2021. I believe this was done in haste to please a minority of residents and this decision does not reflect my wishes. I ask that the issue of the sign be revisited and perhaps an informational package sent to each resident explaining the plan for the \$70,000 and signs and ask for public feedback.

Please do not let a small vocal minority on social media decide what is best for the rest of us.

Signed

Eliegha Klassen
Eliegha Klassen
Box 2746 Didsbury
403-586-6522



REGULAR COUNCIL MEETING

Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|-----------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Support for the 2021 Census |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 7.4 |

BACKGROUND/PROPOSAL:

The 2021 Census is almost here! As you know, census data are critical to decision makers and Canadians from coast to coast to coast. In addition to informing public policy, census data are vital for planning schools, hospitals, daycare centres, family services, public transportation, and skills training for employment. In addition, census data support numerous municipal programs related to infrastructure and public transportation and are used to measure Canada's sustainable development and environmental goals. Information from the 2021 Census will be even more crucial because it will help your community evaluate the impact of the COVID-19 pandemic and to better plan for the future.

Census collection will begin on May 3, 2021. Statistics Canada has adapted the collection process to ensure that all Canadians and our employees remain safe while participating in this vital national exercise. Data collected in the 2021 Census will inform many of the economic and health-related policy decisions that must be made by all levels of government in the coming months and years, as the aftermath of the COVID-19 pandemic continues to affect the lives of Canadians.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Statistics Canada will do everything it can to get Canadians to respond to the census without an in-person visit from a census employee. Completing the census questionnaire online is the best and fastest way to fulfill the census obligation. Census Canada anticipates that the great majority of Canadians will complete the questionnaire through their efficient, secure and user-friendly online application. Respondents without reliable access to the Internet can also call the Census Help Line to complete their census questionnaire over the phone or request a paper questionnaire.

In cases where a Statistics Canada census employee is sent to a dwelling for non-response follow-up, a new no-contact protocol will be followed. Under this protocol, no interviews will be conducted inside the respondent's dwelling. These interviews will instead be physically-distanced and the census employee will be required to wear a mask, and follow all public health guidelines.

Chief Statistician of Canada Anil Arora has asked for Council's active support in helping make the 2021 Census a success. They have developed the [Community Supporter Toolkit](#) and brought together products and resources to help the Town spread the word about the benefits and positive impact of the census for our community.

RECOMMENDATION

Be it solved that the Town of Didsbury Council supports the 2021 Census, and encourages all residents to complete their census questionnaire online at www.census.gc.ca. Accurate and complete census data support programs and services that benefit our community.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|--|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Power to 20 th Avenue Poles |
| ORIGINATING DEPARTMENT | ACO/CFO |
| AGENDA ITEM | 7.5 |

BACKGROUND/PROPOSAL:

The Performance Evaluation Committee has been reviewing the Christmas Lights level of service and at their April 15th meeting, the committee explored the costs associated with installing electrical outlets to the light standards on 20th Avenue as well as the cost of upgrading the decorations.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The cost of supplying electrical outlets to the light standards on 20th Avenue is approximately \$52,000. The purchase of new illuminated decorations would be approximately \$5,000 to \$8,000, depending on the type of decorations chosen. The cost, per block along 20th Avenue, is approximately \$20,000.

The committee is recommending Council approve the installation of electrical outlets to each of the light standards along 20th Avenue, in 2021, for a cost of up to \$52,000, funded from the Economic Development Reserve, and to utilize the existing wreaths (not illuminated) as decorations for the 2021 Christmas season. This project would have to be added to the 2021 operating budget.

There is currently \$5,000 included in the 2021 proposed Operating budget which the Committee is recommending be used to purchase strings of white lights that can be wrapped around the existing wreaths and hung from the light standards. If the money is not fully used in the year it could be put into a reserve fund to purchase or replace future Christmas Decorations.

Over time it is expected that the decorations will be upgraded.

RECOMMENDATION

That Council move to approve the installation of electrical outlets to the light standards along 20th Avenue as part of the 2021 operating budget for up to \$52,000 and that it be funded from the economic development reserve and that the decorating of these light standards be referred back to the Performance Evaluation Committee.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

| | |
|------------------------|--|
| COUNCIL MEETING DATE: | April 27, 2021 |
| SUBJECT | Didsbury Curling Club Financial Relief |
| ORIGINATING DEPARTMENT | Community Services |
| AGENDA ITEM | 7.6 |

BACKGROUND/PROPOSAL:

At the February 9, 2021 RCM, Members of the Didsbury Curling Club spoke to Council regarding the impacts of COVID-19 on their season. In addition, a request for relief was reviewed by Council and referred to the Strategic Planning Committee for their examination and to bring back a recommendation to Council.

The ongoing COVID-19 pandemic has had serious impacts and repercussions on residents, businesses and our local community groups, including the Didsbury Curling Club. Increased restrictions regarding adult team sports that went into effect on November 28, 2020 and then further restrictions in early December 2020, essentially shut down the season for the Curling Club. Their annual lease with the Town of Didsbury runs from October 15 to March 15 each year. Monthly costs to the Town of Didsbury for the club include \$4500/month for their lease and an estimated \$2000/month for utilities, or approximately \$6500 each month.

The Town of Didsbury has received a request from the Didsbury Curling Club to consider relief of lease and utility payments for the term of December 1, 2020 to March 15, 2021 (end of lease term). The reasons for this request include:

- Pro-rated refund of 80% of membership fees required, valued at over \$23,000
- Loss of revenue related to bar due to closure
- Loss of inventory of bar stock due to closure
- Increased cost of sanitation supplies due to COVID-19 protocols
- Loss of advertising revenue
- Loss of bonspiel revenue

The costs of the relief being requested by the Curling Club are as follows:

| | |
|--------------|-----------------|
| Lease | \$15,750 |
| Utilities | <u>\$6,067</u> |
| TOTAL | \$21,817 |

*Please note that the Curling Club made the decision to remove their ice on January 25, 2021.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

In an effort to access both provincial and federal COVID programs, the Curling Club has made application for the Alberta Small and Medium Enterprise Relaunch Grant. They were successful in receiving funding through this program. After a small hold-back to help cover internal outstanding costs (ice making supplies, icemaker costs, rentals) the Curling Club is intending to transfer \$6330 to the Town of Didsbury to be paid against their lease and utility invoice.

Additionally, the Curling Club is in the process of applying for the federal Canada Emergency Rent Subsidy (CERS) program, that could see funding of approximately \$1,600/month for each of the 3.5 months, for a potential total of \$5,600 that could additionally off-set the relief being requested. The Curling Club has indicated that any funding received under the CERS program would also be paid against outstanding lease payments; however, this is a time-consuming grant process and will take time to submit their application and receive a decision.

This item was presented to the Strategic Planning Committee at their April 20, 2021 meeting. In consideration of the grant information, the following two scenarios were presented for Committee's discussion:

| | SCENARIO 1 – CURRENT | SCENARIO 2 – WITH CERS GRANT FUNDING |
|--------------------------------------|----------------------|--------------------------------------|
| Total Costs to End of Term | \$21,817 | \$21,817 |
| Less Prov. Enterprise Grant | (\$6,330) | (\$6,330) |
| Less Federal CERS Grant | - | (\$5,600) |
| Total Outstanding - Less Grant Funds | \$15,487 | \$9,887 |

The Strategic Planning Committee is recommending that \$9,887 be waived and be funded by proceeds of the MOST grant, and to have no budgeted tax impact from the approval of this item. The Committee feels that the Curling Club will be successful with their CERS application and that grant funding will cover any outstanding costs associated with this request.

ALIGNMENT WITH STRATEGIC PLAN

Economic Property, Healthy Active Living

RECOMMENDATION

That Council move to approve a financial relief of \$9,887 for the Didsbury Curling Club for their lease and utility costs from December 1, 2020 to March 15, 2021, and further, that this relief be funded with proceeds of the MOST grant, with no budgeted tax impact from the approval of this item.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|--|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Form of Ballot 2021 Municipal Election |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 7.7 |

BACKGROUND/PROPOSAL:

The 2021 Municipal Election will occur on Monday, October 20, 2021. If Council would like a question on the ballot, a resolution is required by June 30, 2021.

The Section 44(1) Local Authorities Election Act states the following with regards to the form of ballot:

If there is to be a vote on a bylaw or question, the elected authority by resolution

(a) must determine the wording to be used on the ballot, and

(b) may determine the form of the ballot.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Council should consider a question on the ballot regarding Train Whistle Cessation, or any other item that Council would like to gather information on.

Due to the public interest in roads, Council may also want to consider a question on the ballot on the investment into roads.

Council may instead refer this item to the Strategic Planning Committee to make recommendations on ballot questions.

RECOMMENDATION

That Council approve to include the following questions on the ballot for the 2021 Municipal Election:

Do you support an increase to municipal taxes for the Town of Didsbury to proceed with Train Whistle Cessation? ☐ YES or ☐ NO (please check one)

Do you support an increase to municipal taxes for the Town of Didsbury to increase the improvements to the roads? ☐ YES or ☐ NO (please check one)

OR

That Council move to refer the Form of Ballot 2021 questions to the Strategic Planning Committee.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

| | |
|------------------------|--|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Municipal Utility Relief for Restaurants |
| ORIGINATING DEPARTMENT | OCAO |
| AGENDA ITEM | 7.8 |

BACKGROUND/PROPOSAL:

At their meeting on April 13, 2021 Council passed resolution 161-21 directed that administration bring back information on the estimated costs of providing relief to restaurants with regards to their municipal utility bills for a three-month period.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

It is estimated that the combined municipal utility costs for the restaurants in town are approximately \$12,000, which will have budgetary impacts.

This will also provide relief for our businesses and potentially strengthen the economic well-being of our restaurants.

However, it should be noted that at their meeting on April 13, 2021 Council passed motion 160-21 directing the facilitation of patio dining, and therefore administration has rolled out a comprehensive program for the allowance of such outdoor dining to help minimize the impacts from the recent closures. Also there are provincial relief programs for businesses to assist due to the shutdown and further there will be tax savings to these businesses due to the losses they've sustained from the lockdowns.

If Council is looking at providing such relief, for simplicity sake it is recommended that it be done as a credit to their utility accounts.

Further, if considering such relief, it is recommended that Council refer it to the Policy and Governance Committee to recommend a framework for ensuring that any such relief is provided for those establishments directly impacted by the ban on indoor-dining.

Whatever relief Council decides to provide in this regard is an added level of service that will have budget implications and will require direction on the funding of this relief. Council could fund it from any of these:

- a) General tax revenues
- b) Economic Development Reserves
- c) Funds from the Community Grants Program

RECOMMENDATION

That Council accept as information.

OR

That Council move to approve relief for the municipal utilities of restaurants to the amount of _____ to be funded from _____ and that this be referred to the Policy and Governance Committee to provide a recommendation on a framework for the distribution of these relief funds.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|--|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Levels of Service Budget Recommendations |
| ORIGINATING DEPARTMENT | OCAO |
| AGENDA ITEM | 7.9 |

BACKGROUND/PROPOSAL:

At the April 13, 2021 Regular Council Meeting, Council made the following motion tasking the Performance Evaluation Committee with reviewing levels of service:

Res. 151-21 MOVED by Councillor Moore to accepted the 2021 draft Operational Budget as information and that it be referred to the Performance Evaluation Committee to explore levels of service and the suggestions that were made.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The Performance Evaluation Committee met on April 15, 2021 and discussed funding of service levels for the 2021 Operating Budget in three (3) categories: Council, Levels of Service, Reserve Transfers. Attached is the document provided to the committee for their consideration.

The committee is hereby making the following recommendations:

- Reduce the level of service for the new community grant program from \$30,000 to \$20,000, and utilize that \$10,000 for the utility relief of restaurants (tax revenue impact \$0).
- Reduce the level of service for community events to \$5,000 for Fire Works from the \$15,000 that Council recommended from their budget workshop on March 27, 2021, which however still is an increase to the level of service from last year (tax revenue impact +\$5000)
- Reduce the level of service for Council's professional development and reduce Council's professional development budget from \$19,750 to \$12,000 (tax revenue impact -\$7,750), that was discussed at the Council workshop on March 27, 2021.
- Reduce the CPO level of service by half (for the remainder of 2021 rely on part time or contracted service to be administered by Administration) and reduce the CPO budget by \$50,000 (tax revenue impact -\$50,000)
- Rescind Policies CS 001 Promotional Requests [\$5,000] and CS 211 Support for Community Groups [\$4,000] (tax revenue impact -\$9,000)
- **TOTAL** impact to budget from these recommended level-of-service revisions
– reduction of \$61,750

RECOMMENDATION

That Council move to approve the level of service adjustments as presented and that the budget be amended accordingly.



PERFORMANCE EVALUATION COMMITTEE

2021 Operating Budget Levels of Service

Thursday, April 15, 2021

"Management is doing things right; Leadership is doing the right things" – Peter F. Drucker

1. Opening / Introductory Remarks

- a. Cost of Operations / Revenues vs Expenses

2. 2021 OPERATING BUDGET – LEVELS OF SERVICE / FUNDING DISCUSSIONS

a. COUNCIL

- i. Community Supports / Sponsorship Programs
 - 1. Community Services Facility Discount [5k]
 - 2. Community Sponsorship [4k]
 - 3. New Community Support Funding [30k]
- ii. Professional Development Allowance [12k]
- iii. Christmas Party [7.5k]
- iv. Community events – Block Party/Canada Day [15]
- v. Christmas
 - 1. Garland [2.5k]
 - 2. Lights [5k]
- vi. Community Supports
 - 1. Curling Club [16k]
 - 2. Restaurant Utilities 3 months in Summer [12k]

b. LEVEL OF SERVICE

- i. Repairs & Maintenance (R&M) – last year's budgeted amount's shown in brackets
 - 1. Roads [200k]
 - 2. Sidewalks [80k]
 - 3. Trails [40k]
- ii. Beautification Funds [12,500]
- iii. CPO Level of Service [100k]
- iv. After Hours Service / On-call [50k]
- v. Public & Political Events / Communications [50k]
- vi. Snow Clearing [45k]
- vii. Curling Club [50k]
- viii. Museum [31k]
- ix. 5-0 Club [10k]
- x. Train Station [40k] – serves the chamber & essentials

c. RESERVE TRANSFERS [700K]

- i. General Government [45k]
- ii. Community Services Capital [318k]
- iii. Protective Services Capital [100k]
- iv. Protective Services Operating [5k]
- v. Public Works Capital [207k]



REGULAR COUNCIL MEETING

Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

| | |
|------------------------|---|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Cyber Security Change in Level of Service |
| ORIGINATING DEPARTMENT | ACAO/CFO |
| AGENDA ITEM | 7.10 |

BACKGROUND/PROPOSAL:

Cyber security is integral for protection of our data as well as for business continuity. Threats to any network are increasingly common and more impactful than ever before. Threats are seen to impact organizations big, small and anywhere in between. There is no one single solution to security, rather, multiple layers of protection should be implemented.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Administration is recommending the implementation of cyber security services which includes a managed and monitored endpoint protection program, security information and event management software, and situational security awareness training for our users. These systems will help to recognize and eliminate threats in real-time. The estimated cost the 2021 budget year is \$15,000.

RECOMMENDATION

That Council move to approve the change in the level of service for IT services and approve the addition of \$15,000 to the 2021 Operating Budget for cyber security services.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

| | |
|------------------------|---|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Didsbury Economic Development Marketing Plan Review |
| ORIGINATING DEPARTMENT | Economic Development |
| AGENDA ITEM | 7.11 |

BACKGROUND/PROPOSAL:

The Town of Didsbury Marketing Plan was approved in 2012.

The Didsbury Economic Development Advisory Committee (DEDAC) Bylaw states:

The tasks of the Didsbury Economic Development Advisory Committee (DEDAC) include:

- a. Provide input, feedback and advice on the strategies in the Economic Development Marketing Plan to the Economic Development Officer;*
- b. Provide input, feedback and advice on the strategies in the Integrated Community Sustainability Plan to the Economic Development Officer;*

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

DEDAC has been working on reviewing the Marketing Plan to determine the relevance of the document with today's current market. The outcome of the review is to have an updated Marketing Plan that aligns with the Municipal Development Plan.

Over the course of 3 meetings the group reviewed the document line for line and provided comments which are highlighted in red.

The committee feels that this document does require an eventual update and at this time is submitting their comments to Council for their information.

ALIGNMENT WITH STRATEGIC PLAN

Economic Prosperity

RECOMMENDATION

That Council accept the Didsbury Economic Development Marketing Plan with DEDAC's comments as information.



Economic Development Marketing Plan for: **The Town of Didsbury**

Final Report: December 1, 2008

The Town of Didsbury's Economic Development Goals:

*Short Term: Value of non-residential building permits
growth on par with surrounding communities.*

Very lazily defined. We should talk numbers here.

*Long Term: Residential to Non-Residential Assessment
Value Ratio of 70:30 by 2020*

*Important that this document is reviewed and revised each
year for progress and effectiveness. "Updated this date
because why..."*

My question and request is to receive the stats on where we are now with respect to Value of non-residential building permit growth compared to Olds ,Carstairs , Sundre and the where we are now (2020) with respect to the Residential to Non-Residential Assessment Value Ratio (note the report wanted us to be at a value ratio of 70:30 by 2020 ... where are we ?)

As myself: Is there such a goal right now? Why would we want to artificially define such targets and skew organic growth? If we still have such goals, I'd like to understand the reasoning behind it.

Current ratio – 87/13

Acknowledgements

This marketing plan was prepared by Schollie Research and Consulting for the Town of Didsbury.

We would like to acknowledge the time and effort taken by those who contributed to this Plan through meetings and consultations. This includes the following individuals:

- Colleen Gustavson, Economic Development Coordinator, Town of Didsbury
- Roy Brown, Chief Administrative Officer, Town of Didsbury
- Brian Wittal, Mayor of Didsbury
- Gail Venio, Councilor, Town of Didsbury
- Ernie Ryckman, Councilor, Town of Didsbury
- Rick Mousseau, Councilor, Town of Didsbury
- Margo Ward, President, Didsbury Chamber of Commerce
- Deb Pelletier, Director, Didsbury Chamber of Commerce
- Bill Anthony, Director, Didsbury Chamber of Commerce
- Dan Pelletier, Member, Didsbury Chamber of Commerce
- Stella MacFarlane, Member, Didsbury Chamber of Commerce
- Lowell Grasse, Member, Didsbury Chamber of Commerce
- Claude Baril, Member, Didsbury Chamber of Commerce
- Brian Forestell, Didsbury business owner

Project Consultant:

Bruce Schollie, MBA, CMC

President, Schollie Research & Consulting 4603 50th
Street, Red Deer, Alberta T4N 1X1 Phone: 403-346-
9849/Fax: 403-346-7263

E-mail: info@schollie.com Website:

www.schollie.com

For more information contact:

Town of Didsbury Economic Development
Box 790, 1606 14th Avenue
Didsbury, AB T0M 0W0

Phone: (403) 335-3391/ Fax: (403) 335-9794

Website: www.didsbury.ca

E-mail: cgustavson@didsbury.ca

A. Executive Summary of the Marketing Plan

| Strategy Area | Tactics | Timing | Responsibility |
|--|---|---|--|
| 1. Integrated Promotional Tools | The Place To Grow | Start immediately and completed within in six months. | Council officially supports. EDO coordinates work through consultants. |
| | Investment Attraction Package Specific to Targeted Opportunities | | |
| | Website Update/Social Media Presence | | |
| | | Begin once investment attraction package is ready. | Economic development committee advises. |
| | Public Relations | Complete one project in the next 18 to 24 months | |
| 2. Optimizing Partnerships & Networking | Work with CAEP and MAP | Start immediately by continuing/ enhancing present efforts. | Council, CAO, EDO all have a part in forming and maintaining partnerships and networking. |
| | Networking - Trade Shows? | | |
| 3. Increasing Organizational & Community Readiness | Commercial and Industrial Land Development Facilitation - Identify shovel ready projects. - Identify future development | | Council and CAO are main thrust for planning. EDO manages economic development committee. CAO supports training and organizational preparedness efforts. |
| | Economic Development Committee | Establish within next six months to assist with marketing package and other projects. | |
| | Building Organizational Strength | Start immediately | |
| | | | |

The marketing plan is intended to act as a flexible guide over the next seven years. It is impossible to predict trends, events, and target market reactions perfectly, so it can be expected that some implementation elements will be changed, including deletions and additions, to suit ever-changing economic conditions.

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Acronyms used in this Document

| | |
|------|--|
| CAO | Chief Administrative Officer of the Town of Didsbury |
| CAEP | Central Alberta Economic Partnership Ltd. |
| EDO | Economic Development Officer |
| MAP | Mountain View Area Partnership |
| QEII | Queen Elizabeth II Highway |

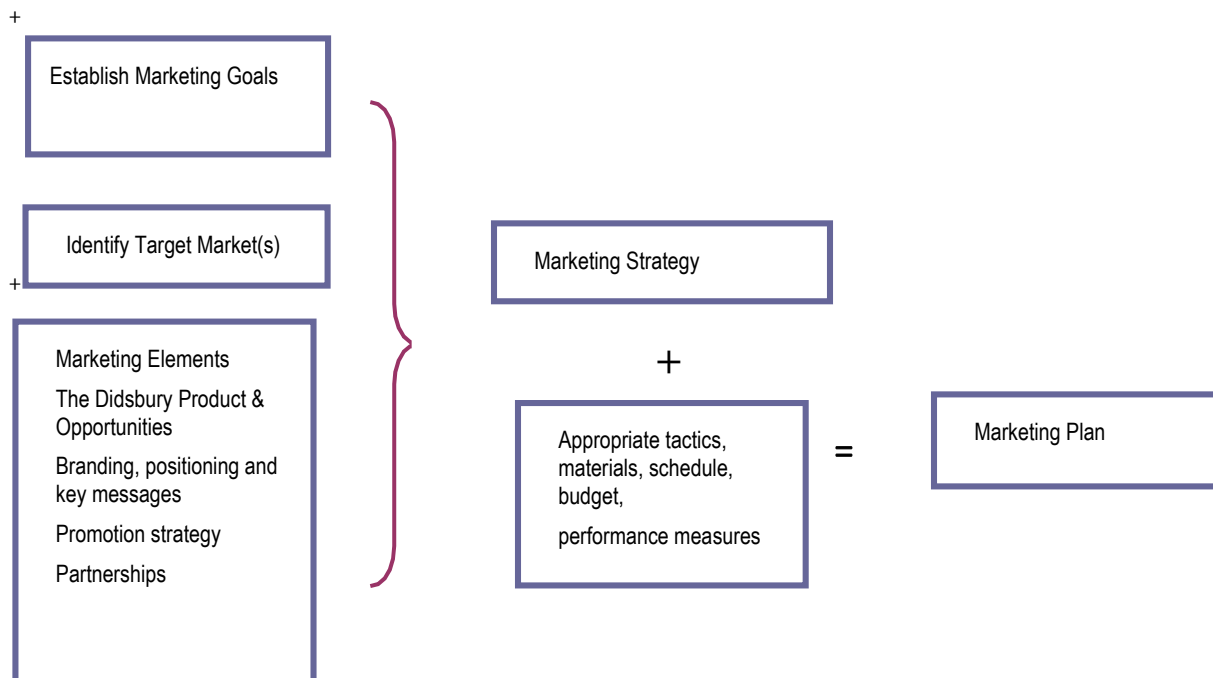
B. Background and Introduction

The Town of Didsbury has identified that proactive economic development is a priority. During Alberta's economic boom over the past several years, the Town of Didsbury has experienced respectable but modest economic growth. Residential development and population growth have both been relatively strong over the past five years. To ensure that Didsbury is sustainable amid its rapidly growing neighbouring communities, the Town realizes that they must create and maintain an attractive business and investment climate to also attract economic drivers such as new business and industry.

In the summer of 2008, Didsbury hired Schollie Research & Consulting to assist with a marketing plan to support their economic development priority. The work to complete the marketing plan consisted of three major components:

1. A retail and service gap analysis to identify opportunities for business expansion and new businesses in Didsbury;
2. A marketing plan that includes a recommended strategy and steps to brand and promote Didsbury economic development that builds on the "Historical Didsbury" theme already established.
3. A visual identity and slogan to support the Didsbury economic development brand.

The terms marketing plan and marketing strategy tend to be used interchangeably. Although related, they differ in that marketing strategy refers to higher level dimensions such as goals, target markets, and what will be done to achieve the goals. When the time-related details of implementation are added to this strategy, a marketing plan is formed.



C. Situational Analysis

C.1 Key Economic Trends and Issues

Didsbury is a town of 5,268 (2016 Municipal Census) people in the strategically important Queen Elizabeth II (QE II) Highway 225 kilometers south of Edmonton and 75 kilometers north of Calgary. Didsbury is an attractive small town situated next to the Rosebud River coulee and against the backdrop of the majestic Canadian Rockies. Adding to Didsbury's unique character and charm is the classic downtown area with many preserved historic buildings and charming streetscapes.

Didsbury is considered part of the Central Alberta economic region with a population of approximately 300,000. The Central Alberta economic region is anchored by the City of Red Deer (population 103,588) just 75 kilometers north of Didsbury. Within 15 kilometers of Didsbury there is a population of about 19,000 people mainly located in the nearby towns of Olds and Carstairs. Although Didsbury is significantly integrated into the economies of the surrounding region, Didsbury has all the basic services to support their own residents.

Didsbury has economic ties to Calgary that are equally strong:

- More of Didsbury's workforce is employed outside of the Town. Of these other work locations, most Didsbury residents are employed in Calgary.
- Didsbury's new resident surveys consistently show Calgary as the municipality most people have relocated from. For example, in the 2007 new resident survey, about one-third of new residents came from Calgary.

From 2011 to 2016, annual population growth has ranged from 2.07% to 6.3% per year.

The economic boom that has propelled Alberta to the forefront of the Canadian economy has also been experienced in the Town of Didsbury. Compared to other Central Alberta communities, Didsbury has had above average building permit growth, and strong population growth. The value of total building permits in Didsbury has grown significantly in the past 10 years with a record value of \$16.5 million in 2007. Year-to-date permit value figures suggest that 2008 will also be a strong year but probably not a record.

Rapid economic growth in the nearby (14 km) community of Olds has given an economic boost to the immediate area. It has also had the effect of increasing competition for Didsbury's retailers. For its size, Olds had very strong permit values in 2007. At \$117 million, Olds' 2007 permit values represent almost 17% of the Central Alberta total for a town that represents only about 3% of the Central Alberta population. Permit values in Olds are high due to construction of the Community Learning Campus at Olds College and significant retail developments on the west end of town.

Table C1: Comparative Regional Economic Statistics

| Dimension | Municipality/ Area | | | | |
|--|--------------------|-----------|-----------|-----------|-----------------|
| | Didsbury | Carstairs | Olds | Innisfail | Central AB |
| 2016 Population | 5,268 | 2,656 | 7,248 | 7,316 | 251,321 |
| Population growth 01-06 | 8.7% | 17.7% | 9.7% | 5.4% | 9.1% |
| 2007 Building permit value | \$16 M | \$27 M | \$116.9 M | \$48 M | \$673 m (05) |
| Bldg permit growth 05-07 | 220% | 774% | 780% | (7.5%) | 41% |
| Permit value per capita | \$3,743 | \$10,166 | \$16,004 | \$6,561 | \$2,678 |
| Residential : non-residential tax assessment ratio | 89:11 | 89:11 | 78:22 | 71:29 | 63:37 (Alberta) |

Despite relatively strong permit value growth, Didsbury's assessment ratio (89:11) is relatively lower on non-residential assessment than the nearby communities of Olds and Innisfail, and compared to Alberta. This suggests that some planning attention could be focused on increasing the number of businesses in Didsbury to increase the business tax base.

Similar to Alberta's economy, Didsbury's economy is anchored by agriculture, the oil & gas industry, and some manufacturing. Didsbury is also a regional service centre for rural residents and has many interesting businesses and industry clusters:

- Reimer International Inc. manufactures and distributes cement mixing trucks.
- Foothills Creamery Ltd. manufactures cheese, butter, yogurt, and ice cream from four locations including Calgary, Edmonton, Kelowna, and Didsbury.
- Boyd Solar installs alternative energy systems in homes and businesses.
- A growing artisan community of about 33 visual artists; most of who live in Didsbury and Olds. The group is called the Wellspring Visual Art Network Association.
- A cluster of 'boutique' retail shops that operate in Didsbury's historic downtown.

PHIL We will need to update this page.

Recent research including a retail/ service gap analysis and a retail opportunities survey¹ identified a number of important trends and opportunities for Didsbury. In addition to this, in 2006, the Didsbury Economic Development Committee conducted a business needs and opportunities survey. The following trends and issues were identified by the retail opportunities survey:

- On average, Didsbury residents shop for products and services outside of Didsbury about six to seven times per month.
- Didsbury residents spend about \$471 per month on goods and services outside of Didsbury. As a rough estimate, this translates into about \$24 million in annual retail sales leakage from Didsbury.
- Excluding automobiles, recreation vehicles, and automotive parts, the per capita retail sales for the average Albertan per month is about \$1,100. Based on the findings in the above bullet, Didsbury residents make roughly 43% of their monthly retail purchases outside the community.
- The following goods and services were the most frequently mentioned for out-of-town purchases.
 - Family clothing purchases
 - Groceries
 - Hardware
 - Gas
 - Limited service restaurants (fast food) and full service restaurants.
- When asked how local businesses can encourage local shopping, residents had the following suggestions:
 - Lower prices/ be competitive
 - Increase variety of products
 - Offer more convenient shopping hours. About 44% of respondents suggested that the current hours of operation are not convenient for them.
 - Improve customer service

The retail/ service gap analysis compares the number of businesses Didsbury has for its population to Alberta averages and to other similar communities. Unlike the survey results above which are based on opinion, the gap analysis is based on counts of the different type of businesses that serve Didsbury.

For example, for a group of nine Alberta communities² that are comparable to Didsbury there is approximately one supermarket or grocery store for every 1,723 people. Didsbury currently has one grocery store for its 4,275 people. This suggests that Didsbury is relatively underserved in this area and may be able to support another grocery store.³

¹ The retail/ service gap analysis was conducted by Schollie Research & Consulting and the Retail Opportunities Survey was conducted by the Didsbury Economic Development Department. The reader should note that this survey had a sample of approximately 10% of Didsbury households (about 170 responses) and may not represent a random sample of Didsbury residents.

² Barrhead, Blackfalds, Devon, Morinville, Olds, Raymond, Stettler, Three Hills, and Westlock.

³ An opportunity identified by a gap analysis should be validated with a more extensive market study since

gap analyses can be subject to biases and error. In addition, the presence of an opportunity is a necessary but not sufficient condition for business success. Successful exploitation of identified opportunities will require

The 'gap' with respect to grocery stores is consistent with the results of the retail opportunities study recently completed. Other possible retail and service opportunities identified by the gap analysis include:

- Offices of physicians and dentists
- Appliance, television and other electronics stores
- Janitorial services
- General merchandise stores
- Computer and software stores
- Personal and commercial banking
- New car dealers
- Roofing and siding contractors
- Beauty salons/ barber shops
- Motels
- Carpet and upholstery cleaning
- Car wash
- Jewelry store
- Limited service eating places
- Convenience stores

The other relevant trend that Didsbury has been experiencing is housing development. Unlike many other small communities, residential developers' interest in Didsbury has been strong. In fact, if all proposed residential developments occur, there will be enough capacity to nearly double the current population of Didsbury⁴. These developments include:

- Fox Hollow - approximately 695 people.
- Fieldstone and Deer Coulee - approximately 1,400 people each.

an entrepreneur has sound business planning skills and judgment, have adequate financial and human resources, and possess good business management skills.

⁴ The two major assumptions in this projection are: 1) The developments will house people that are not currently residents of Didsbury, and 2) That there will be an average of 2.5 people per household. To the extent that these assumptions are not realized, the population impact of the new developments will be reduced.

C.2 Summary of Didsbury's Strengths, Challenges, Opportunities

A key input for economic development planning is an assessment of the strengths Didsbury has and

the challenges it faces. In addition to these factors, there are also several opportunities present in the planning environment.

Table C2: Didsbury Strengths, Opportunities, Challenges, and Threats

| Strengths | Planning Implications |
|---|---|
| <ul style="list-style-type: none"> • Strategic location along the Calgary-Edmonton economic corridor and relatively close to Calgary. • Cost competitive business location. • Economic growth over the past five years. • Small, attractive, quiet, safe town with good 'quality of life' infrastructure. • A vibrant, traditional downtown with historic buildings and quaint streetscapes. • Strong population growth and good capacity for residential development and expansion. | <ul style="list-style-type: none"> • Marketing will be crucial to communicate business advantages and opportunities. • Need to maintain and communicate lifestyle advantages and opportunities to a target market. • Maintain emphasis on preserving, enhancing, and promoting the historic aspect of Didsbury since it relates to a key strength |
| Challenges or Threats | Planning Implications |
| <ul style="list-style-type: none"> • Proximity to strong growth centres including Olds and Carstairs that draw a significant amount of Central Alberta and 'near-Calgary' investment interest and activity • Limited supply of serviced industrial land other than the one-acre lots in the Rosebud industrial park. • Lack of commercial space, particularly visible space on Main Street. • Residential to non-residential tax assessment ratio of 89:11. • Limited industry diversification susceptible to widespread downturn if economy slows. • Lack of human resources to implement and sustain economic development plan. | <ul style="list-style-type: none"> • Active promotion of Didsbury needs to draw attention to a 'Didsbury advantage'. • Make more serviced industrial land available through annexation and partnerships with developers. • Encourage further historic -themed commercial development on vacant Main Street land. • Need to focus on attracting value-added industry such as manufacturing and processing to diversify local economy. • The marketing plan should be completed in stages to control the amount of work. • Build human resource capacity in economic development with training. • Make full use of economic development partnerships |
| Opportunities | Planning Implications |
| <ul style="list-style-type: none"> • Potential for commercial /industrial expansion along Highway 582 and in | Promote investment opportunities to local and non-local entrepreneurs. |

| | |
|--|--|
| <p>industrial areas.</p> <ul style="list-style-type: none"> • Retail and service opportunities identified in recent research and gap analysis. • Significant tourism and recreation opportunities. | <ul style="list-style-type: none"> • As growth and development occurs refresh opportunity identification research to identify emerging opportunities. |
|--|--|

We need means to measure that. What does "Economic growth" mean? The state of Town's finances? Some data from CRA or StatsCan?

Disagree with `quiet` at this moment. And not sure if I would put `quality of life` among strengths yet.

Highlight ball diamonds, walking pathways, skatepark,

We need to understand the difference between the 2 and where we fit. Carstairs is heavily dependent on Calgary, Olds is not.

Business opportunities listing should be promoted...we should acknowledge and list opportunities/businesses we are seeking

How do we define the unique value proposition for Didsbury in our terms, instead of just comparing ourselves to other towns?

Key feature is the movie/film industry which has burgeoned in recent years.

All of this needs to be brought up to date and modernized. Who are we comparing to? Do we benefit by comparing ourselves to Olds or is Carstairs a more accurate comparison.

Seems out of date since we're pushing commerce to Shantz Crossing.

Does this industry fall into what Didsbury is all about? Just because it falls into marketing plan/economic development templates doesn't mean it fits us

Not sure if it's a challenge or a threat. Neither, perhaps?

Ideas around creating affordable housing for seniors, which may free up residential inventory for purchase

Do we have public listing of commercial property posted online somewhere? Both town and private?

I know we are assessing CAEP, but what other networking opportunities are being used? are we part if Ec Dev of AB?

Needs to be more specific.

D. Marketing Plan Overview

The focal point of any successful marketing plan is a goal(s). In consultation with project officials and stakeholders, a single goal was chosen as the focus as follows

Lack of housing and new residential development is a major concern in this town currently. There is a lack of suitable land which can be developed quickly. A developer with deep pockets would be required. Is the town actively marketing/discussing with developers? If not, what can they do to be engaging with developers?

What are Didsbury's current ST/LT Goal?

- Didsbury has a vibrant, thriving, and growing commercial and industrial sector.
 - a. Short term measure: Value of non-residential building permits annual growth on similar to or higher than surrounding communities. Achieving this measure will give evidence that Didsbury is effectively promoting its advantages and growing as a result.

Numbers instead of extra work to validate success.

- b. Long term measure: Residential to non-residential assessment of 70:30 by 2020. Achieving this measure will give evidence that Didsbury is growing its commercial and industrial sector effectively over the long term.

Goals in any marketing plan need to be defined more specifically and accurately, and reviewed regularly to see if progress is being made

Examples of a tangible and achievable LT goals:

- number of new residential buildings completed per year
- residential properties sold per year (lower turnaround rate indicates higher satisfaction)
- number of business licenses per year with trends
- average renewal rate of business licenses (this gives us the ratio of dying businesses)
- etc etc...

Key point is data to see progress on measurable items

Inherent in Didsbury's marketing goal is a target market consisting mainly of investors and business people. This target could be made up of one or more of the following

: New or build on target investors plan?

- Business people living in Didsbury or the region who are looking for opportunities to expand or diversify their current investments. It is a proven principle that most economic expansion occurs as a result of local businesses growing and diversifying. Targeting promotions at the local business community, through the Chamber of Commerce, and through other associations is the easiest and potentially the most effective strategy.
- Local or regional residents who wish to start a business as an owner/ manager or investor. With the right opportunities, these would-be entrepreneurs can contribute significantly to a community with small manufacturing, retail, and service businesses.

Is new business info online? How easy are procedures or policies?

- Established businesses in the province or region that might relocate or expand to Didsbury for cost, location advantage, or lifestyle reasons.
- National or multi-national businesses looking to expand or locate in Alberta in the Calgary-Edmonton Corridor.

The recommended strategies to achieve the goal and outcome are as follows

: **What else?**

1. Integrated promotional tools that include an economic development brand, a business attraction marketing package, website enhancements, and promotional efforts including a direct mail campaign and public relations.
2. Optimizing the value of current partnerships and create new partnerships for joint projects and marketing.

Avoid use of catch phrases without meaningful data or actions.

3. Continue to improve community and organizational readiness for economic development.

The balance of this document details some of the specific tactics, steps and timelines associated with each of the three strategies.

E. Marketing Plan Details

I think most of the final 4 pages talk about strategies /goals /targets and measurable outcomes (if the marketing plan had been implemented way back in 2008) ... so at this stage I don't think we should get bogged down in trying to implement a plan that is outdated Always open to here the groups viewpoint though .

E.1 Strategy One: **Integrated Promotional Tools** - brochure

The cornerstone of the promotion campaign is the branding thrust supported by the new Didsbury economic development logo. *Is Didsbury The Place to Grow? Why, how does this support and enhance marketing plan? Small, hometown feel. Friendly neighbours. People helping people. Taking a village to Grow your family. I personally see relevance and value in this slogan.*



The economic development logo will not replace the official Town logo. Rather, it will complement it by supporting economic development efforts. All economic development promotional material should have both logos with the new logo being predominant.

Has there ever been and economic development logo? pretty sure this has never been done... We can discuss but I would vote this is an unnessesary we have some great logoing for the town... do we need to muddy waters?

The branding effort involves communicating the key attributes or personality of the Didsbury brand. This means that promotional material and communications need to mention the following attributes in some form:

- Didsbury is located in the vibrant and strategic Edmonton-Calgary Economic corridor. There is *plenty of industrial and commercial land available at an affordable price.*
plenty? pretty vague do we have an actual sqaure footage available ? or a percent ie 20% of commercial is vacant

What's actually available now?

- Didsbury's population and economy are growing quickly creating many investment opportunities for entrepreneurs and business people.
- Didsbury is a beautiful town located 45 minutes north of Calgary that:

- Is nestled in the picturesque Rosebud River valley, against the back drop of the Rocky Mountains.
- Has retained its charming historic buildings in the downtown area and throughout the town giving it an authentic quaint feel that modern developers seek to replicate in newer communities.
- Has a walkable, historic downtown with all the amenities you need plus one-of-a-kind locally owned boutiques and artisan-run retail shops.
- Didsbury offers a superior quality of life with short commutes, excellent health care facilities, new education infrastructure, a variety of employment opportunities, and affordable homes.

The visual and conceptual elements of the new brand should permeate throughout the integrated promotional tools suggested below. *What else?*

- A professionally designed investment attraction package that includes letterhead, business cards, and a folder that contains a town profile and brochure.

clear concise directions and steps to attaining business licence and signage/ development permits included in this package? does the package exist? still in use from the chamber and town project?

Sounds like progress in this area, important to keep streamlining the process

- Website upgrades that consolidate the economic development information in one place so site selectors can quickly find it.
- A direct mail campaign to local businesses, Chamber of Commerce members, and the regional investment attraction community.

Please no direct mail, we're in 21st century.

- A proactive public relations campaign.

CAEP opportunities for town promotion, could we be utilizing this more often?

Most of these materials are 'basic' marketing tools that align well with accepted and expected practices for economic development marketing. The importance of website upgrades cannot be over emphasized since nearly all business investors use the website. Also of critical importance is the consistency of use of the materials so that branding elements appear the same across all materials. The messages should also be the same on all pieces. Finally, any old marketing material should not be extensively used with the new materials since it will negatively impact the branding effort.

Drumheller and RMH offered opportunities for businesses to revitalize their storefronts.

Portion of spend on development permits returned in RMH, returned in the form of grants to revitalize storefronts.

Table E1: Strategy One Summary: Integrated Promotional Tools

| | |
|---|---|
| Tactic 1: Investment Attraction Package | <ol style="list-style-type: none"> Contract with a professional to develop an investment attraction package consisting of letterhead, business cards, a presentation folder, and a town profile or brochure. This package would be used to: <ul style="list-style-type: none"> ➤ Mail to stakeholders on a proactive basis. ➤ Mail to interested investors on a reactive basis. |
| Tactic 2: Website Update and Maintenance | <ol style="list-style-type: none"> The Town of Didsbury's current website contains a lot of useful information for current residents and for economic development purposes. However, some of the economic development information is out-of-date and is scattered in various locations. The following changes could improve the website: <ul style="list-style-type: none"> Agree on the important of maintaining the heritage feel in town. How to maintain the balance of heritage look & feel while still allowing businesses to brand themselves Didsbury in the process of implementing a streetlight program to maintain the heritage feel. Set up to make it easier to enhance the Christmas lighting with plugins. <ul style="list-style-type: none"> ➤ A graphic 'make-over' to modernize the look and feel. Hire a photographer to take high quality local photos for website use. ➤ Reorganize the menu system so that information relevant to investors and businesses is in one place. ➤ Feature all elements of the new investment attraction package, especially the new brand, at the redesigned website. |
| Tactic 3: Direct mail campaign | <ol style="list-style-type: none"> Once the investment attraction package is complete, it should be distributed to the local business community and prospects including: <ul style="list-style-type: none"> ➤ Members of the Didsbury Chamber of Commerce. ➤ Local businesses who are not members of the Chamber. ➤ The investment attraction community including regional real estate agents, bankers, property developers, and lawyers. ➤ The Central Alberta Economic Partnership Ltd. The package should be mailed with an introductory covering letter to explain why the package is being sent. The direct mail campaign should also summarize the findings of the gap analysis to highlight investment opportunities. |

For ideas on effective websites for economic development, the following websites have been identified by site selectors as examples of good investment attraction sites. Buffalo Niagara has long been our top pick as well. It is a very good example of regional branding, labour attraction content, site user segmentation, superior graphics, and an exciting, upbeat presentation.

- www.buffaloniagara.org

- www.northernkentuckyusa.com
- www.smartkc.com

Updated communities to look at that are prospering and growing?

The tactics suggested in table E1 are certain to generate enquiries. It will be critical for smooth and effective response to any enquiries that a plan is developed to respond. This would include follow-up with additional information, referral to other parties, and a personal, responsive approach.

E.2 Strategy Two: Optimizing Partnerships and Networking

The potential of partnerships and collaboration cannot be overstated as a winning strategy for economic development marketing. A partnership approach increases the 'critical mass' of assets offered for development which makes the municipalities in the region more attractive.

Increasing Didsbury's involvement with CAEP and the Municipal Area Partnership (MAP) will maximize the value of the Town's existing partnerships. A larger profile within CAEP will generate several networking and public relations opportunities and will generally raise the awareness of Didsbury's economic development goals. This increased profile will send the message that Didsbury

is progressive, growth-oriented, and ready for investment thereby enhancing the branding strategy. Increasing involvement in CAEP and MAP may involve some or all of the following activities: Is this still relevant today? Are there other local organizations that can meet these same goals?

Do these groups really belong in a document related to marketing the community? Partnerships may be valuable, but if we're highlighting partnerships, we should be highlighting partnerships which are actually in the realm of what a marketing plan is related to.

Send the message to who?

- Ensure council or administrative attendance at CAEP / MAP general meetings and other events for the general membership.
- Seek membership on one of CAEP's many committees or seek a management board position with CAEP or MAP.
- Promote CAEP's training opportunities and seminars to potential attendees. For example, there may be economic development related training available for Town staff, or there may be a seminar of interest to the Didsbury business community.

- Take advantage of opportunities to partner with CAEP/ MAP on special projects or studies.
- Use CAEP marketing materials when promoting opportunities. For example, CAEP has informational profiles for industry sectors in Central Alberta and a number of investment opportunity profiles and business cases at their website. These profiles would be of great interest to investors. For example, if an enquiry came from an oilfield component manufacturer, profiles on both that industry and that opportunity could be sent to this company along with the Didsbury marketing package. These profiles can be found at:
- <http://www.centralalberta.ab.ca/index.cfm?page=keyindustries>
- <http://www.centralalberta.ab.ca/index.cfm?page=Mar2005InvestmentOpp>
- Volunteer to host events on behalf of CAEP. Didsbury's central location would make it an ideal venue for this and would raise the awareness of Didsbury among economic development and municipal peers in Central Alberta

can we revisit this? training? i think there would be some value to inviting business owners together even virtually for some training . maybe jointly with the chamber we could brain storm for topics. ie online marketing, branding, e com

Scheduling is a key component if training for local business owners is offered. Owner-operators can't step away mid day for training

This is an excellent marketing idea. Maybe during Tradeshow weekend? Look at hosting netoworking meetings/conference same weekend to build on traffic and community involvement

Use the new Central Alberta brand "the Natural Choice" on all marketing materials. This will show a commitment to the partnership and open doors to other networking and promotion opportunities.

. Is this still the branding?

Networking efforts with municipal and economic development counterparts in the immediate area (Olds and Innisfail) could also be very beneficial. More often than not, if a community cannot serve the needs of a business looking to locate in the region, they will refer the prospect to a nearby community to keep the development in the region. This is just one example of the type of regional cooperation that can be harnessed for local development.

***Important!**

Much of the recent economic growth in Central Alberta is due to local businesses expanding. Stimulating business retention and expansion from local companies is among the most cost-effective economic development strategies. Effective networking can play a large role in fostering this type of 'organic' growth. Personal connections with key businesses and organizations can demonstrate that the Town is interested in business expansion and willing to cooperate to this end. Some networking opportunities include:

- Ensure attendance by council or administration at important events such as open- houses, grand openings, social events, and major announcements of local and area employers.
- Host/ attend seminars, conferences, site visits, and other events related to industry investment or expansion in the Didsbury area.
- Seek a municipal appointment on the Didsbury Chamber of Commerce Board of Directors.
is there minicipal (council or admin) on the chamber
- Attend selected functions of regional Chambers of Commerce or other business associations in the area. This might include but is not limited to company tours, awards dinners, and other events that improve the Town's connection to large local employers

. All relevant today. Other thoughts/suggestions to add?

E.3 Strategy Three: Improve Community and Organizational Readiness for Economic Development

I'm missing anything about the data. Any strategy without looking at the data is just a dream. We have utility data, business licenses, open access to Alberta's data and StatsCan. The very first step should be to consolidate what we have, and what we can do with it.

Creating and maintaining a state 'business-readiness' is crucial for successful economic development marketing. The table outlines three tactics to support this strategy

: Yes. What have we accomplished since this was published, and where do we want to go, and how?

Table E2: Strategy Three Summary: Improving Readiness

| | |
|--|---|
| Tactic 1: Facilitate Commercial and Industrial Land Development | <ul style="list-style-type: none">➤ For economic development to occur, serviced industrial and commercial land must be available in the appropriate quantities. To ensure that this happens, the following guidelines are offered: Still an issue<ul style="list-style-type: none">○ Have clear and up-to-date land use frameworks, plans, and zoning to map out development intentions.○ Be proactive with future and current annexations to ensure adequate inventory of residential, commercial, and industrial land.○ Engage the private sector for appropriate developments.○ Offer incentives or encouragement for appropriate developments to occur in key areas such as the downtown area.○ Investigate creative land use or zoning areas that target specific types of investment. For example a light industrial area that allows a residence may appeal to a small manufacturer, fabricator, or artist.○ Land use bylaw created |
| Tactic 2: Form Economic Development Committee | <ul style="list-style-type: none">➤ Form a permanent economic development advisory committee. The advisory committee's mandate would be to advise and provide direction to guide economic development projects and policies.➤ Guidelines should be given to the committee to keep them focused on their expected areas of influence and mandate. It will be strategically beneficial to have a mix of large and small Didsbury employers, community members, and council on this committee. |

| | |
|---|--|
| Tactic 3: Building Organizational Strength | <p>➤ Steps should be taken to increase the strength and capacity of the economic development office at the Town of Didsbury with the following methods :</p> <ul style="list-style-type: none"> ○ Many staff training and development opportunities exist through the Central Alberta Economic Partnership Ltd. (CAEP) and through the Economic Development Association of Alberta www.edaalberta.ca. While these courses and programs are an excellent investment in developing economic development staff, the peer networking opportunities that come with attendance at these events are also highly valuable. ○ As the roll of the economic development department increases, consideration could be given to re-organization and staffing to cope with the additional workload. ○ Fund economic development appropriately so initiatives and projects can be completed. There are many grant opportunities which should also be considered for funding projects. |
|---|--|

F. Implementation, Timing and Budget

The long term timeframe for implementation spans approximately 12 years to 2020. However, implementation of the tactics outlined in this document will likely take three years. The pace and progress toward implementing the marketing plan depends on appropriate financing, other priorities, and the health of the Alberta economy. Of the three strategies presented, the top priorities relate to getting the promotional tools completed as they are necessary for implementation of the other strategies.

Highlights the importance of continuing to evaluate the plan and check in on milestones. Including milestones in the document might be worth considering.

The table on the following page outlines details regarding implementation including budget. The plan calls for spending of approximately \$81,000 over three years. The budget amounts are rough estimates based on our experience with the tactics. Regarding the budget, it is critical to be aware of potential funding sources such as government grants. Involvement with CAEP is one way to keep abreast of these funding opportunities. There may also be opportunities to cost-share some projects with other organizations or companies.

Plan should include steps for tracking and committee/town need to follow up on a regular basis to check in on goal completion, as well putting it on the record what was done, what worked what didn't, etc.

The marketing plan is intended to act as a flexible guide over the next three to five years. It is impossible to predict trends, events, and target market reactions perfectly, so it can be expected that some implementation elements will be changed, including deletions and additions, to suit ever-changing economic conditions

. What is a reasonable timeline to work towards with amended goals? How much \$ can the Town put forth to help make this reality in this timeframe? Plan should be numbered/structured according to steps and priorities. Small wins to celebrate in the short-term, and long-term plans/activities for long-term wins.



Table F1: Marketing Plan Implementation Guide

| Strategy Area | Tactics | Timing | Budget | Responsibility |
|--|---|---|---|--|
| 1. Integrated Promotional Tools | Branding Initiative | Start immediately and complete within in six months. | Logo completed; branding elements incorporated in all marketing tools. | <ul style="list-style-type: none"> o Council officially supports. o EDO coordinates work through consultants. o Economic development committee advises. |
| | Investment Attraction Package | | \$35,000 one-time cost. May need updating in three to five years. | |
| | Website Update | | \$15,000 initially plus annual maintenance which could be done by EDO. | |
| | Direct Mail | Begin once investment attraction package is ready. | \$1,500 initially and estimate of \$300 per year. | |
| | Public Relations | Complete one project within the next 18 to 24 months | \$15,000 for one project with Media Message plus cost for special events if held. | |
| 2. Optimizing Partnerships and Networking | Work with CAEP and MAP | Start immediately by continuing/ enhancing present efforts. | Minimal: Staff time and some mileage. | o Council, CAO, EDO all have a part in forming and maintaining partnerships and networking. |
| | Networking | | Varies - will depend on specific projects. | |
| 3. Increasing Organizational and community readiness | Commercial and Industrial Land Development facilitation | Establish within next six months to assist with marketing package and other projects. | \$1,500 per year | <ul style="list-style-type: none"> o Council and CAO are main thrust for planning. o EDO manages economic development committee. o CAO supports training and organizational preparedness efforts. |
| | Economic Development Committee | | | |
| | Building Organizational Strength | Start immediately | \$3,000 per year | |

APPENDIX A
MEDIA MESSAGE INFORMATION

Media Message

Media Message will create a news story emphasizing and identifying business investment opportunities in Didsbury. The story would target communities in Alberta and ideally, it would feature at least one business owner who recently relocated to Didsbury and realized immediate success because of the enormous potential in the Town.

Media Message will work in close consultation with project representatives from The Town of Didsbury as we develop the news story and determine the best geographic areas to target with distribution and development of the story. Upon final approval by all participants, Media Message will distribute the news story as a news release to selected media outlets in the chosen distribution zones.

do we have a targeted media message? i think this is a big easy win. a place to grow in film... a place to grow a family (skatepark arena) a place to grow a festival (car show , historical society, museum, art) I think tyler brooks and co needs to be commended for what he has been doing for didsbury and local business

Media Message contacts each media outlet by phone to ensure they have received the news story and understand its significance to their readers, viewers and listeners. This follow-up process maximizes coverage of your news story. It also tells us which media outlets are interested in using the news release, enabling us to track coverage of the story and report those results back to you.

Social media, how can the town more effectively utilize modern social media methods to highlight good news stories?

The Process:

To be effective Media Message will start the process by conducting a preliminary interview to determine the stakeholders involved, the storyline and the timeline. We will provide a detailed proposal following that interview. Once project officials approve the proposal, Media Message will assign a veteran journalist and a photojournalist to create a legitimate news story with your marketing message firmly entrenched in both the story and the accompanying photograph. The photograph typically features a key individual quoted in the story. The news release will not be distributed until The Town of Didsbury and anyone mentioned in the release has given us their approval to proceed.

Many newspaper editors simply place our news stories and photos on the page, as is, with your marketing message fully intact. That's because we've already done the work their own journalists might have done if they were assigned the story. Media Message Earned Media is a win-win strategy for both the media and our clients.

Our results: Media Message Earned Media Campaigns generate excellent coverage and stretch your advertising dollar every time. We use the Earned Media Advertising Ratio (EMAR) to measure the dollar value of the news coverage we create. The EMAR is simply a ratio that compares the cost of buying equivalent advertising space in each media outlet that publishes your story compared to the actual price of your Earned Media project. Media Message has always generated at least a 1:1 EMAR with our Earned Media projects – although results of 5:1 are common.



| | |
|------------------------|-----------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | 2021 Operating Budget |
| ORIGINATING DEPARTMENT | CAO & ACAO/CFO |
| AGENDA ITEM | 7.12 |

BACKGROUND/PROPOSAL:

The first draft of the 2021 Operating Budget was presented to Council during their Operating Workshop held on March 27, 2021. At the April 13, 2021 Regular Council Meeting, Council referred the budget to the Performance Evaluation Committee review service levels and make recommendations for revisions in consideration of various suggestions.

At their meeting on April 15, 2021 the Performance Evaluation Committee undertook this task and identified some level of service changes that they recommended Council make. There were some additional recommendations from the committee as well as administration proposed on the agenda for the April 27, 2021 Regular Council Meeting that Council has addressed.

To show the impacts of incorporating all of the recommended changes to the 2021 Operating Budget, a revised draft version is included below with all recommended changes incorporated.

If Council is satisfied with these proposed changes, they may consider proceeding with approving the 2021 Operating Budget.

DISCUSSION/CONSIDERATIONS

Budget Considerations

A budget is a reflection of the levels of service (or generally level of service) a municipality provides to the public with regards to all areas, ranging from large, hard services at public facilities to small things like the supplies staff use to assist in providing the various levels of service. Every dollar of a budget representative of a level of service and usually any increase or decrease to a level of service represents a change to the budget.

Council's role with regards to the Operating Budget is to give direction on those levels of service, which Administration then implements by revising the budget accordingly. As Council gives direction to increase or decrease a level of service, Administration then adjusts the budget accordingly to provide that level of service.

Attached below is a chart that illustrates the proposed tax revenues required to fund this proposed budget in conjunction with the last five years (including also the first draft presented on March 27, 2021). It should be noted that 2020, as illustrated and discussed last year, was an atypical year due to very unique circumstances from the global pandemic that abnormally impacted our operational level of service and therefore the budget.

A Note About Inflation

It should also be noted that as the cost of providing a specific level of service increases then the funds required to provide that service increases, simply to keep the level of service steady. The economic term for this is inflation.

According to analysis provided on April 21, 2021 by the Government of Alberta:

"On a year-over-year basis, Albertans paid 1.9% more in March 2021 for the goods and services that comprise the Consumer Price Index (CPI) than in the same month a year ago, while the national average CPI was up 2.2%. In Alberta, nearly all commodity categories increased, with Energy (+28.6%) increasing the most."



Changes to the Consumer Price Index for Alberta over the last 5 years are as follows (January of each year):

| | | | |
|------|------|------|------|
| 2017 | 2.5% | 2020 | 3% |
| 2018 | 1.4% | 2021 | 0.8% |
| 2019 | 1.2% | | |

This information can be found at:

<https://economicdashboard.alberta.ca/ConsumerPriceIndexChange#alberta>

A Note about Assessment and Tax Rates

The operating budget informs us as to the amount of revenues required to be raised through taxation. Property assessments are the assessed value of a given property. Tax revenues are collected by dividing up the budget revenues required, by the property assessments in the town, which informs what the tax rates are. Tax revenues needed to fund the budget then are calculated using assessments and the associated tax rate. If property assessments go down, then this requires a higher tax rate to collect those required revenues. If assessments go up, then a lower tax rate will be needed to collect those same revenues.

Regional Comparisons

Regionally, our neighbors have been wrestling with these same decisions that we have over these past 5 years and especially during the difficult circumstances brought about by the global pandemic and associated provincial restrictions. The following chart shows the past five years of tax revenues collected by our regional neighbors. The numbers marked in red denote increases in tax revenues collected from the year before, and green represents a reduction. We've also calculated the percentage change from this year's amounts in comparison with 2019 (the last regular year prior to the global pandemic).

| MUNICIPALITY | 2017 | 2018 | 2019 | 2020 | 2021 | % change 2019 |
|----------------------|--------------|--------------|--------------|--------------|--------------|------------------|
| Town of Carstairs | \$4,037,087 | \$4,198,674 | \$4,258,385 | \$4,367,480 | \$4,397,528 | 3% |
| Town of Olds | \$8,803,823 | \$9,069,408 | \$9,497,406 | \$9,813,008 | \$9,659,239 | 2% |
| Town of Sundre | \$3,241,208 | \$3,336,996 | \$3,491,851 | \$3,647,933 | \$3,522,512 | 1% |
| Mountain View County | \$28,709,878 | \$29,004,339 | \$29,324,961 | \$29,460,641 | \$29,811,656 | 2% |
| Town of Didsbury | \$4,836,472 | \$4,896,590 | \$4,837,046 | \$4,676,174 | \$4,735,454 | -2% |

RECOMMENDATION

That Council move to approve the 2021 Operating Budget.

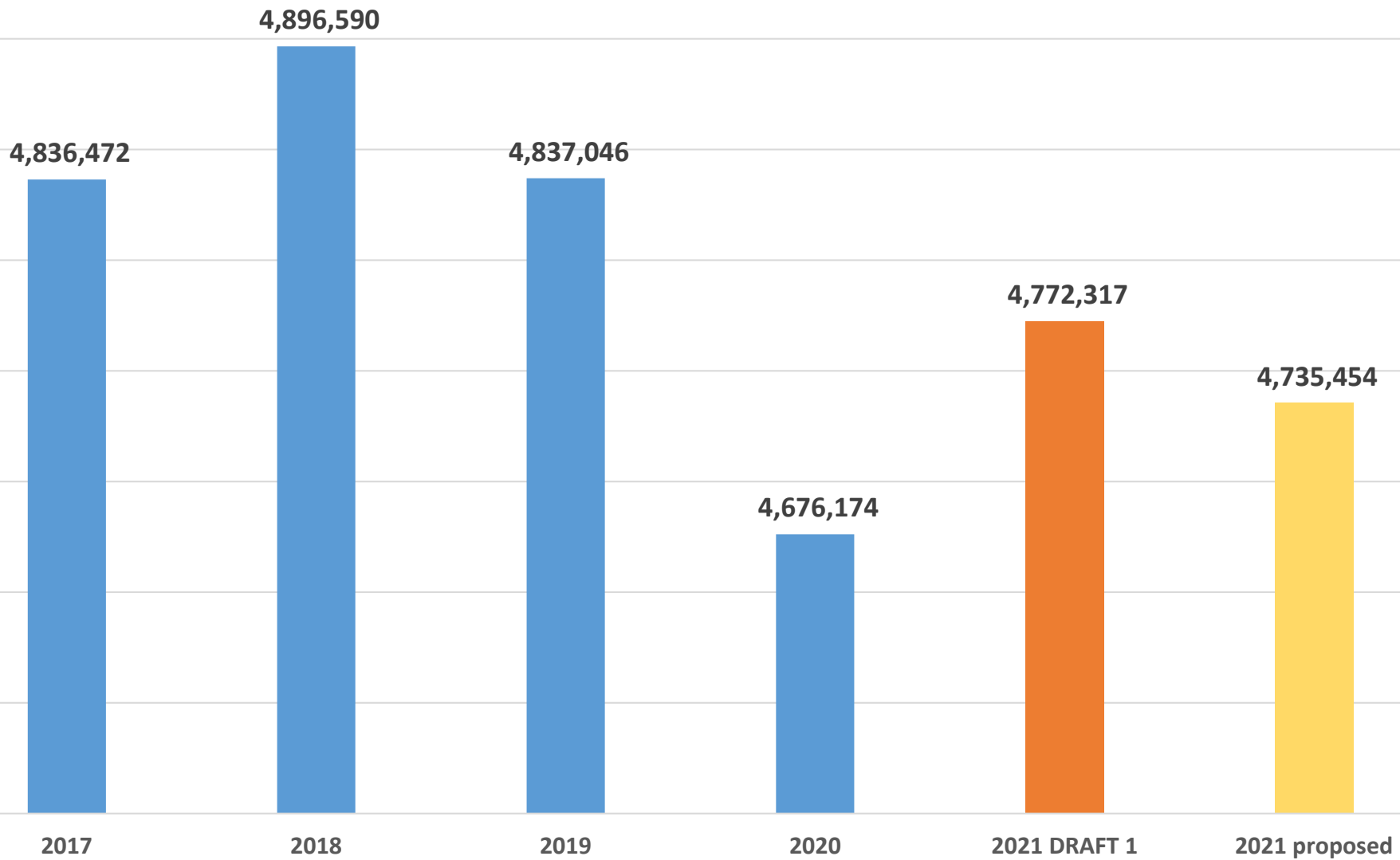
OR

That Council move to accept as information.

OR

That Council refer the 2021 Operating Budget back to the Performance Evaluation Committee to make further recommendations with regards to level of service revisions.

TOWN OF DIDSBURY TAX REVENUE 5 YEAR COMPARISON



TOWN OF DIDSBURY
2021 Operating Budget - by division

| | 2020 Budget | 2021 Budget DRAFT 1 March 27, 2021 | Change to Sign Project (April 13, 2021) | Communit y Grant Program (April 13, 2021) | Item 7.5 Power to 20th Ave Poles (April 27, 2021) | Item 7.6 Curling Club Relief (April 27, 2021) | Item 7.9 Budget recom. | Item 7.10 Cyber Security | 2021 Budget w/ April 27, 2021 proposed changes | \$ Change from 2020 Budget | \$ Change from DRAFT 1 Budget |
|--|-----------------|---|---|---|---|--|------------------------------|--------------------------------|---|----------------------------------|--|
| <i>Revenues - by division</i> | | | | | | | | | | | |
| General Municipal Revenue | 860,000 | 1,192,332 | - | - | - | (9,887) | - | - | 1,182,445 | 322,445 | (9,887) |
| Council and Election | - | - | - | 30,000 | - | - | - | - | 30,000 | 30,000 | 30,000 |
| General Government | 171,574 | 144,000 | - | - | - | - | - | - | 144,000 | (27,574) | - |
| Community Services | | | | | | | | | | | |
| FCSS | 174,384 | 174,984 | - | - | - | - | - | - | 174,984 | 600 | - |
| DOSCA | 201,000 | 201,000 | - | - | - | - | - | - | 201,000 | - | - |
| Didsbury Neighborhood Place Programming | 39,298 8,750 | 37,298 - | - - | - - | - - | - - | - - | - - | 37,298 - | (2,000) (8,750) | - - |
| | 423,432 | 413,282 | - | - | - | - | - | - | 413,282 | (10,150) | - |
| Recreation Services | | | | | | | | | | | |
| Arena | 391,082 | 400,298 | - | - | - | - | - | - | 400,298 | 9,216 | - |
| Aquatics | 396,482 | 369,548 | - | - | - | - | - | - | 369,548 | (26,934) | - |
| Ice Plant | 101,900 | 97,200 | - | - | - | - | - | - | 97,200 | (4,700) | - |
| Curling Rink | 43,920 | 43,920 | - | - | - | - | - | - | 43,920 | - | - |
| Parks | 10,475 | 18,543 | - | - | - | - | - | - | 18,543 | 8,068 | - |
| MPR | 17,000 | 10,500 | - | - | - | - | - | - | 10,500 | (6,500) | - |
| Concession | 3,575 | 5,000 | - | - | - | - | - | - | 5,000 | 1,425 | - |
| Train Station | 10,000 | 7,500 | - | - | - | - | - | - | 7,500 | (2,500) | - |
| Memorial Complex | - | 30,500 | - | - | - | - | - | - | 30,500 | 30,500 | - |
| Campground | 25,000 | 32,000 | - | - | - | - | - | - | 32,000 | 7,000 | - |
| | 999,434 | 1,015,009 | - | - | - | - | - | - | 1,015,009 | 15,575 | - |
| Communications/Marketing | - | - | - | - | - | - | - | - | - | - | - |
| Culture | | | | | | | | | | | |
| Museum | - | - | - | - | - | - | - | - | - | - | - |
| Library | 114,022 | 114,334 | - | - | - | - | - | - | 114,334 | 312 | - |
| Other Community Facilities | - | - | - | - | - | - | - | - | - | - | - |
| | 114,022 | 114,334 | - | - | - | - | - | - | 114,334 | 312 | - |
| Protective Services | | | | | | | | | | | |
| RCMP | 366,725 | 361,767 | - | - | - | - | - | - | 361,767 | (4,958) | - |
| Fire Department | 228,935 | 234,974 | - | - | - | - | - | - | 234,974 | 6,039 | - |
| Municipal Enforcement | 83,450 | 69,500 | - | - | - | - | - | - | 69,500 | (13,950) | - |
| Emergency Management | - | - | - | - | - | - | - | - | - | - | - |
| | 679,110 | 666,241 | - | - | - | - | - | - | 666,241 | (12,869) | - |

TOWN OF DIDSBURY
2021 Operating Budget - by division

| | | | | | | | | | | | | |
|---------------------------------|------------------|------------------|---------------|---------------|---------------|----------------|----------|----------|------------------|--|-----------------|---------------|
| Planning and Development | | | | | | | | | | | | |
| Planning and Development | 62,000 | 58,000 | - | - | - | - | - | - | 58,000 | | (4,000) | - |
| Economic Development | 50,000 | 45,000 | 10,000 | - | 52,000 | - | - | - | 107,000 | | 57,000 | 62,000 |
| Subdivision | 390,595 | 240,595 | - | - | - | - | - | - | 240,595 | | (150,000) | - |
| | 502,595 | 343,595 | 10,000 | - | 52,000 | - | - | - | 405,595 | | (97,000) | 62,000 |
| Public Works | | | | | | | | | | | | |
| Roads and Streets | 114,900 | 107,900 | - | - | - | - | - | - | 107,900 | | (7,000) | - |
| Cemetery | 23,800 | 17,800 | - | - | - | - | - | - | 17,800 | | (6,000) | - |
| | 138,700 | 125,700 | - | - | - | - | - | - | 125,700 | | (13,000) | - |
| Utilities | | | | | | | | | | | | |
| Water Utility | 1,375,020 | 1,977,955 | - | - | - | - | - | - | 1,977,955 | | 602,935 | - |
| Wastewater Utility | 1,053,801 | 638,749 | - | - | - | - | - | - | 638,749 | | (415,052) | - |
| Solid Waste Utility | 530,000 | 510,000 | - | - | - | - | - | - | 510,000 | | (20,000) | - |
| | 2,958,821 | 3,126,704 | - | - | - | - | - | - | 3,126,704 | | 167,883 | - |
| Total Operating Revenue | 6,847,688 | 7,141,197 | 10,000 | 30,000 | 52,000 | (9,887) | - | - | 7,223,310 | | 375,622 | 82,113 |

TOWN OF DIDSBURY
2021 Operating Budget - by division

| | 2020 Budget | 2021 Budget | Approved Change to Sign Project (April 13, | Approved Community Grant Program (April 13, | Item 7.5 Power to 20th Ave Poles (April 27, 2021) | Item 7.6 Curling Club Relief (April 27, 2021) | Item 7.9 Budget recom. | Item 7.10 Cyber Security | 2021 Budget w/ April 27, 2021 proposed changes | \$ Change from 2020 Budget | \$ Change from DRAFT 1 Budget |
|-----------------------------------|-------------|-------------|--|---|---|---|------------------------|--------------------------|--|----------------------------|-------------------------------|
| <i>Expenditures - by division</i> | | | | | | | | | | | |
| Council and Election | 250,184 | 271,110 | - | 30,000 | - | - | (11,750) | - | 289,360 | 39,176 | 18,250 |
| General Government | 868,226 | 894,850 | - | - | - | - | - | 15,000 | 909,850 | 41,624 | 15,000 |
| Community Services | | | | | | | | | | | |
| FCSS | 220,470 | 263,943 | - | - | - | - | - | - | 263,943 | 43,473 | - |
| DOSCA | 201,000 | 201,000 | - | - | - | - | - | - | 201,000 | - | - |
| Didsbury Neighborhood Place | 39,298 | 37,298 | - | - | - | - | - | - | 37,298 | (2,000) | - |
| Programming | 59,886 | - | - | - | - | - | - | - | - | (59,886) | - |
| | 520,654 | 502,241 | - | - | - | - | - | - | 502,241 | (18,413) | - |
| Recreation Services | | | | | | | | | | | |
| Arena | 627,363 | 665,551 | - | - | - | - | - | - | 665,551 | 38,188 | - |
| Aquatics | 747,015 | 688,635 | - | - | - | - | - | - | 688,635 | (58,380) | - |
| Ice Plant | 101,900 | 97,200 | - | - | - | - | - | - | 97,200 | (4,700) | - |
| Curling Rink | 128,160 | 131,019 | - | - | - | - | - | - | 131,019 | 2,859 | - |
| Parks | 279,576 | 301,635 | - | - | - | - | - | - | 301,635 | 22,059 | - |
| MPR | 40,840 | 40,725 | - | - | - | - | - | - | 40,725 | (115) | - |
| Concession | 2,000 | 2,500 | - | - | - | - | - | - | 2,500 | 500 | - |
| Train Station | 40,595 | 39,775 | - | - | - | - | - | - | 39,775 | (820) | - |
| Memorial Complex | 184,708 | 237,803 | - | - | - | - | - | - | 237,803 | 53,095 | - |
| Campground | 55,561 | 49,450 | - | - | - | - | - | - | 49,450 | (6,111) | - |
| | 2,207,718 | 2,254,293 | - | - | - | - | - | - | 2,254,293 | 46,575 | - |
| Communications/Marketing | 97,850 | 181,900 | - | - | - | - | - | - | 181,900 | 84,050 | - |
| Culture | | | | | | | | | | | |
| Museum | 31,650 | 31,650 | - | - | - | - | - | - | 31,650 | - | - |
| Library | 317,572 | 303,183 | - | - | - | - | - | - | 303,183 | (14,389) | - |
| Other Community Facilities | 9,919 | 10,370 | - | - | - | - | - | - | 10,370 | 451 | - |
| | 359,141 | 345,203 | - | - | - | - | - | - | 345,203 | (13,938) | - |
| Protective Services | | | | | | | | | | | |
| RCMP | 725,705 | 789,975 | - | - | - | - | - | - | 789,975 | 64,270 | - |
| Fire Department | 582,020 | 592,645 | - | - | - | - | - | - | 592,645 | 10,625 | - |
| Municipal Enforcement | 332,636 | 330,357 | - | - | - | - | (50,000) | - | 280,357 | (52,279) | (50,000) |
| Emergency Management | 20,265 | 32,695 | - | - | - | - | - | - | 32,695 | 12,430 | - |

TOWN OF DIDSBURY
2021 Operating Budget - by division

| | | | | | | | | | | | | |
|--|--------------------|--------------------|---------------|---------------|---------------|----------|-----------------|---------------|--------------------|--|------------------|---------------|
| | 1,660,626 | 1,745,672 | - | - | - | - | (50,000) | - | 1,695,672 | | 35,046 | (50,000) |
| Planning and Development | | | | | | | | | | | | |
| Planning and Development | 227,016 | 222,615 | - | - | - | - | - | - | 222,615 | | (4,401) | - |
| Economic Development | 116,325 | 154,500 | - | - | - | - | - | - | 154,500 | | 38,175 | - |
| Subdivision | 390,595 | 240,595 | - | - | - | - | - | - | 240,595 | | (150,000) | - |
| | 733,936 | 617,710 | - | - | - | - | - | - | 617,710 | | (116,226) | - |
| Public Works | | | | | | | | | | | | |
| Roads and Streets | 1,756,684 | 1,849,861 | 10,000 | - | 52,000 | - | - | - | 1,911,861 | | 155,177 | 62,000 |
| Cemetery | 60,022 | 73,970 | - | - | - | - | - | - | 73,970 | | 13,948 | - |
| | 1,816,706 | 1,923,831 | 10,000 | - | 52,000 | - | - | - | 1,985,831 | | 169,125 | 62,000 |
| Utilities | | | | | | | | | | | | |
| Water Utility | 1,375,020 | 1,977,955 | - | - | - | - | - | - | 1,977,955 | | 602,935 | - |
| Wastewater Utility | 1,053,801 | 638,749 | - | - | - | - | - | - | 638,749 | | (415,052) | - |
| Solid Waste Utility | 530,000 | 510,000 | - | - | - | - | - | - | 510,000 | | (20,000) | - |
| | 2,958,821 | 3,126,704 | - | - | - | - | - | - | 3,126,704 | | 167,883 | - |
| Contingency | 50,000 | 50,000 | - | - | - | - | - | - | 50,000 | | - | - |
| Total Operating Expenditures | 11,523,862 | 11,913,514 | 10,000 | 30,000 | 52,000 | - | (61,750) | 15,000 | 11,958,764 | | 434,902 | 45,250 |
| | | | | | | | | | | | | |
| Tax Support | (4,676,174) | (4,772,317) | - | - | - | (9,887) | 61,750 | (15,000) | (4,735,454) | | (59,280) | 36,863 |
| | | | no impact | no impact | no impact | increase | decrease | increase | | | increase | decrease |
| <i>Percent Increase (decrease) from previous year's budget</i> | <i>-3.33%</i> | <i>2.06%</i> | | | | | | | <i>1.27%</i> | | | |



REGULAR COUNCIL MEETING

Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|----------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | COVID Update |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 8.1 |

BACKGROUND/PROPOSAL:

Administration will provide an update on COVID-19.

RECOMMENDATION

That Council accept the COVID-19 update for April 27, 2021 as information.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|---------------------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Chief Administrative Officer's Report |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 8.2 |

BACKGROUND/PROPOSAL:

The Chief Administrative Officer provides Council with a regular report for Council's review and information.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Please see attached.

ALIGNMENT WITH STRATEGIC PLAN

Strategic Priority 2. An Informed & Engaged Community

RECOMMENDATION

That Council move to accept the Chief Administrative Officer's report for April 27, 2021 as information.



CAO Report – April 27, 2021

1. Finance Department 1st Quarter Report (Financial Services)

Please find attached the first quarter report from the financial services department.

2. Action Request Detail and Summary Report for March (Financial Services)

Please find attached the action request detail and summary report for the month of March 2021.

3. Engineering & Infrastructure 1st Quarter Report (Engineering & Infrastructure)

Please find attached the first quarter report from Engineering and Infrastructure department.

4. Budget Clarifications for FCSS and Water Utility (ACAO/CFO)

Please find attached a report clarifying FCSS and water utility funding in the Draft 2021 Operating Budget.

April 15, 2021

1st Quarter Reporting

Finance Department - Submitted by Maxine Moreau

Highlights of the work performed in the first quarter of 2021

January

- Closed and rolled over the sub-ledgers from 2020 to 2021
- Cash Receipted Animal & Business License Renewals
- Preparations started for the 2020-year end
- 2021 Certificates of Insurance processed
- Add & Adjust Tax TIPP accounts for new year
- Process Tax arrears letters
- Filed GST rebate claim – 2020 4th quarter

February

- Reconciling and processing T4, T4A, and WCB
- Closed the 2020 Accounts Payable sub-ledger
- 2,563 Tax Assessments prepared and mailed February 12th
- Final preparation of year end files for Audit
- Process Tax arrears letters
- 40 Tax Notification Warning Letters sent

March

- Financial Auditors on-site for final 2020-year end work
- Work with PW to schedule (COVID delayed) water meter remote repairs
- Start process to clean & organize digital files
- Review, update and implement security for IT processes
- Process Tax arrears letters
- Completion of RCMP yearend lease reconciliation for years ending March 31, 2018, 2019 and 2020

Ongoing

- Monitor and adjust to the needs of staff working at home and at the office
- Continue to adhere to and update health and safety protocols for Covid-19

| January – February - March | <u>2021</u> | <u>2020</u> | | <u>March 2021</u> | <u>March 2020</u> |
|-----------------------------------|--------------------|--------------------|---------------------------|--------------------------|--------------------------|
| Customer Service walk in traffic | 587 | 1276 | Active UT Accounts | 2269 | 2265 |
| Cemetery Burials | 2 | 2 | Utility Auto-Pay | 521 | 497 |
| Tax Certificates Prepared | 82 | 82 | UT Bills Emailed | 831 | 761 |
| | | | Active Property Tax Rolls | 2260 | 2269 |
| | | | Tax – Payments by TIPP | 1190 | 1177 |
| | | | Tax Accounts in Arrears | 153 | 174 |
| | | | E. Gov Users | 240 | 101 |

| 2021 ACTION REQUESTS LISTING | | | | | | | | | | |
|------------------------------|------------|-----------------|------------------|----------|------------------|-----|-------------------|-----------|----------|-------|
| MONTH | SIDE WALKS | PW - STREETS | PW - PROPERTY | VEHICLES | ME - PROPERTY | REC | PARKS PROPERTY | UTILITIES | PLAN/DEV | TOTAL |
| March | I | ### ## | I | II | IIII | | II | I | I | |
| | 1 | 10 | 1 | 2 | 4 | | 2 | 1 | 1 | 22 |

| | | |
|-------|-------------|--|
| PW | 1 SIDEWALK | Sidewalk concern |
| | 10 STREETS | 23 Ave & 23 St corner icy, 21st Ave drainage plugged, School crosswalk light not working, 23 Ave & 7 St culvert frozen, Victoria Square Mall alley ice, 16th Ave asphalt needs repair, Potholes in Westpoint Bay, Potholes in Westpoint Bay, Dog park corner slippery, Water on 19th St not draining |
| | 1 PROPERTY | Availability of compost bins at Public Works |
| ME | 2 VEHICLES | Vehicle left in parking lot, Vehicle has no license |
| | 4 Property | Disrespect in Cemetery, Tree cutting dust, Unsightly property, Unsightly property |
| CS | 2 PARKS | 12th Avenue playground rebar issue, Memorial Park walkway needs cleaning |
| Admin | 1 UTILITIES | No water service |
| | 1 PLAN/DEV | Garage issue on property line |

Action Requests March, 2021

| <u>Department</u> | <u>Previous Outstanding</u> | <u>Current Monthly Requests</u> | <u>Completed</u> | <u>Total Outstanding</u> |
|-----------------------|---------------------------------|---|------------------|------------------------------|
| | | | | |
| Public Works | | 12 | 11 | 1 |
| | | | | |
| Municipal Enforcement | | 6 | 6 | 0 |
| | | | | |
| Waste Management | | | | 0 |
| | | | | |
| Community Services | | 2 | 2 | 0 |
| | | | | |
| Finance | | 1 | 1 | 0 |
| | | | | |
| Administration | | | | 0 |
| | | | | |
| Plan/Dev | | 1 | 1 | 0 |
| | | | | |
| Leg/Ec Dev | | | | 0 |
| | | | | |
| Totals | 0 | 22 | 21 | 1 |

Subject: First Quarter Report
From: Director of Engineering and Infrastructure
To: CAO

Infrastructure Department

The department invested 2963 hours with 43 hours of overtime and responded to 13 Action Requests during this period. For comparison, the department invested 2979 hours with 91.5 hours of overtime and responded to 48 Action Requests in Q1 of 2020. Notably in 2020 we had a few residential water service issues and a water line break near the arena which drove up the division's overtime hours. The lower Action Requests are a result of fewer stormwater drainage, plowing and sanding concerns. This is a result of a slower melt improved sanding capability and improvements along 15th Avenue.

Water Division

The Water Division focused routine operations and improvements to the operation of the distribution pump systems. Operational parameters at the Butte have been modified to improve the system's capacity to deliver in the event of a fire or water main break. At this time, the system has been optimized for the current pump configuration. Other operational improvements have enabled the division to remotely monitor the performance of our system and quality of our water. Although the improvements will result in better performance during a single event, the system remains inadequate of responding to multiple, simultaneous events.

The division also continues to work on the backlog of meter repairs. The backlog increased as a result of Covid19. Entry and exit protocols and procedures are rigorous and have increased the time it takes to conduct the repairs in a safe manner.

With spring approaching, the division is gearing up for our hydrant flushing program, mainline valve actuation program, and other operational investments to protect our utility.

Wastewater Division

The Wastewater Division focused on operational improvements. All lift stations are now monitored remotely and are able to log data. The data has already proven to be extremely useful in identifying operational issues. The department will apply the new knowledge to our infrastructure with the intent to reduce operating costs. Lift station operation will continue to be improved as the data compiles.

One item of concern for the division is an unusual increase of solid grease at our Valarosa lift station. A significant mat has developed which is close to 20 cm thick. The mat poses a risk to the infrastructure from sudden movement and makes maintenance impossible. The division is exploring resolution options as well as an information campaign to educate residents and businesses of the negative impacts of dumping prohibited substances down the drain.

Roads Division

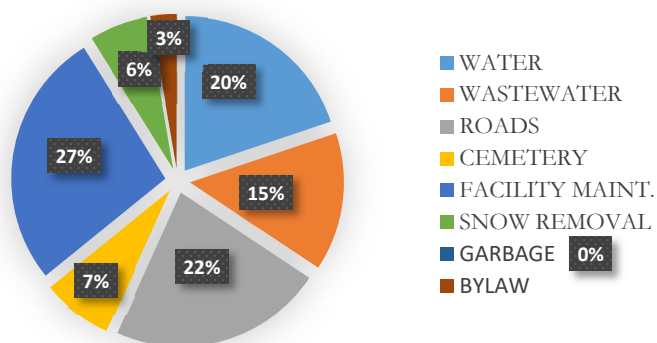
The Roads Division continued to focus on the winter season and preparations for season transition. Because of good planning and the repair skills of our heavy equipment operators, the division was able to take advantage of the slow melt and dry weather to get ahead of the spring street sweeping program. This is a department record for completion and we are ready for the spring rains.

Facility Division

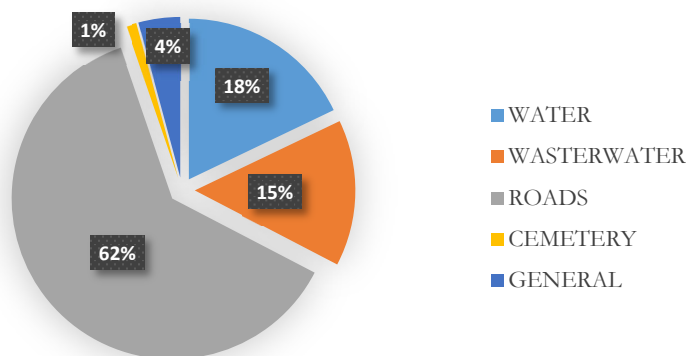
The Facility Division was tasked with Town Office improvements and work continues on estimates for budget input and to support facility maintenance planning.

Infrastructure Department Divisional Allocation

Q1 Hourly Allocation



Q1 Overtime Allocation



Engineering Department

23rd Street & Hwy 582 Roadside Development Permit was issued by Alberta Transportation January 11, 2021. As soon as practicable, the advanced warning signs, solar pedestrian-activated crossing signals, and zebra striped crosswalk will be installed. We are also awaiting the installation of a cobra-head style streetlight at the southeast corner of the intersection. The light will add temporary illumination until the intersection undergoes a substantial improvement. Fortis conducted a site visit in March to mark the pole's location.

20th Street Stormwater and Surface Revitalization design has been finalized and tender documents are being prepared for public tender in early Q2.

21st Street Stormwater and Surface Revitalization design has proceeded to survey collection.

Library Expansion and Renovation project hit the ground running in Q1. The formation of the Ad-Hoc committee expedited conversations with Council. The result was a small funding approval to do a deep structure assessment and determine compatibility with an alternate exterior solution. The alternate solution is hoped to resolve some high value construction estimates contained within the current renovation estimate. Supplier estimates are currently being collected and it is hoped a presentation will be made to the Ad-Hoc Committee early in Q2.

The Engineering Department continues to support Planning and Development with utility servicing inquiries and providing engineering input for complex files. Multiple commercial files are active and in various stages of discussion and negotiation. Traffic impact assessments are a key focus of conversation.

Report to the CAO – April 27, 2021 RCM

Budget Clarifications

1. FCSS

The 2021 Draft Operating Budget for FCSS includes direct program costs and administrative costs.

Staff costs total \$134,000 of the 2021 Draft Operating Budget, or 51% of the total budget. Of that \$134,000, it is estimated that 40% of staff costs, or \$53,600 is related to program delivery. A breakdown of program-related staff costs includes:

- Seniors Support Program organization and facilitation
- Information and Referral Services
- Program development and registration
- Program facilitation – Staying Home Alone, Babysitting Course, etc
- Interagency/ Partnership Development
- Events – Showcase Didsbury, Unplugged Christmas, Family Week, Seniors Week

In addition to staff-related program costs, the following budget items are also associated within internal program costs for the Didsbury FCSS program, for a total of \$49,298 or 19% of the 2021 Draft Budget:

- Didsbury Community Living Guide - \$9500
- Volunteer Recognition - \$3000
- Didsbury Neighborhood Place grant - \$24,798
- Town Programming Grant - \$12,000

The value of external FCSS Community Grants is budgeted for \$64,000 in 2021, or 24% of the Draft Budget.

In 2021, the proposed FCSS dollars that are allocated towards external Community Grant allocations, and internal community programs, events and direct services total **\$166,896 or 63%** of the total 2021 FCSS Budget.

2. Water Utility

Included in 2021 Draft Operating Budget for Water there is a reserve transfer amount of \$500,000 to save for the construction of a future water reservoir. This reserve transfer replaces the wastewater department reserve transfer in the previous year of \$455,000. This short term change in where reserves are going is to help fund the water reservoir project, and would reduce the amount of debt required for the project in the future. The impact of this reserve transfer to utility fees is \$45,000 across all of our users. Council may choose to eliminate the top up, so that this item does not impact user fees in 2021. There are other increases to the proposed water department budget including in the price of water (purchased from the Water Commission which increased by 5 cents per cubic meter on April 1, 2021) and repairs and maintenance activities that are required to keep the water system operating effectively.



REGULAR COUNCIL MEETING

Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|----------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Council Reports |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 8.3 |

BACKGROUND/PROPOSAL:

Council members will give a verbal and/or written report on any business or committee activity they have participated in.

ALIGNMENT WITH STRATEGIC PLAN

Strategic Priority 2. An Informed & Engaged Community

RECOMMENDATION

That Council move to accept the Council Reports for April 27, 2021 as information.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

| | |
|------------------------|------------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Correspondence & Information |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 9 |

BACKGROUND/PROPOSAL:

Correspondence received from other agencies and departments of the Town that may be of importance and interest, is being provided for Council's review and information.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Please find attached:

- Policy & Governance Committee Meeting Notes for March 31, 2021
- Strategic Planning Committee Meeting Notes for April 7, 2021
- Performance Evaluation Committee Meeting Notes for March 18, 2021
- DEDAC Meeting Notes March 15, 2021
- Chinook's Edge School Division Board of Trustees
- Letter from Minister Schweitzer response to Mayor Hunter on Virtual Town Halls
- Letters from residents on Credit Card Application Fee waiver for 2021 Tax year

ALIGNMENT WITH STRATEGIC PLAN

Strategic Priority 2. An Informed & Engagement Community

RECOMMENDATION

That Council move to accept the items presented as information.



Policy and Governance Committee Meeting Notes
March 31, 2021 at 10:00 a.m.
Held through ZOOM Meeting

Present:

Councillor Moore (Chair)
Councillor Crothers (Vice-chair)
Deputy Mayor Windsor

Staff:

Ethan Gorner, Chief Administrative Officer
Amanda Riley Assistant CAO/Chief Financial Officer
Luana Smith, Manager of Legislative Services

1. CALL TO ORDER

Councillor Moore called the meeting to order at 10:01 a.m.

2. AGENDA APPROVAL

The committee accepted the agenda as presented.

3. REVIEW OF MEETING NOTES

The committee approved the meeting notes of March 17, 2021 as presented.

4. BYLAW REVIEW

4.1 Utility Rates & Fees bylaw 2021-03

The committee reviewed the bylaw and made changes. Administration will bring back information on item 5.7 non-residential water services in relation to wastewater fees.

4.2 Supplemental Assessment Bylaw 2021-05

The committee reviewed the bylaw and agreed with it as presented.

The committee by consensus agreed to have Supplemental Assessment Bylaw 2021-05 go to Council for first reading.

4.3 Tax Rate Bylaw 2021-04

The committee reviewed the bylaw with discussion focused on the waiver of the credit card administrative fee and penalties.

Final tax rates will be presented once assessment on Designated Industrial Property (DIP) is received from the Province.

The committee agreed to leave the waiver of the credit card fee for the 2021 taxation year only at this time.

5. UPCOMING ON DOCKET ITEMS

- Code of Conduct Bylaw
- Development Incentives Bylaw 2021-01
- Wastewater Bylaw 2020-01 and Water Bylaw 2019-07
- Utility Policy 001 and Utility Policy 002

6. NEXT MEETING

April 7, 2021 at 10:00 a.m.

7. AJOURNMENT

The Policy & Governance Committee adjourned the meeting at 11:05 a.m.



**Strategic Planning Committee
Meeting Notes
April 7, 2021 at 1:00 p.m.
Held through ZOOM Meeting**

Present:

Deputy Mayor Windsor (Chair)
Councillor Moore (Vice-chair)
Mayor Hunter

Staff:

Amanda Riley, ACAO/Chief Financial Officer
Luana Smith, Manager of Legislative Services

1. CALL TO ORDER

Deputy Mayor Windsor called the Strategic Planning Committee meeting to order at 1:00 p.m.

2. APPROVAL OF AGENDA

The committee through consensus accepted the agenda as presented.

3. REVIEW OF MEETING NOTES

The committee through consensus approved the meeting notes from the April 1, 2021 Strategic Planning Committee as presented.

CLOSED MEETING – in accordance with Section 23 and 24 of the *FOIP Act*

The committee through consensus went into closed meeting at 1:01 p.m.

4. OUTSTANDING BUSINESS

4.1 Community Grant Program – Draft Principles

The committee recommended the following principles to be included in a Community Grant Program.

- The funding available will be 10% of the prior year's Year-End Operating Surplus for Tax Purposes up to a maximum of \$30,000.
- If no surplus, there will be no funding.
- Preference will be given to organizations and groups that demonstrate community support, efficient use of resources, sound business practices and develop volunteer knowledge, skills and self-reliance.
- Usually organizations receiving funding assistance should be Incorporated as non-profit under *The Societies Act*; however, groups that are not Incorporated but have a demonstrated need, and a positive history are eligible to make application for funding assistance.
- There will be two (2) in-takes of grant applications per year.
- Suggestions to look at ear-marking funds to a specified group for a year (example: one year all the funding goes to youth groups/organizations).

Should Council approve the Community Grant Program in principle, the committee also recommends an additional allocation for the 2020 Year-End Operating Surplus for Tax Purposes of \$30,000. This is more than 10% of the surplus, however, due to the special circumstances that the COVID-19 pandemic.



5. STANDING ITEMS

- 5.1 Financial Planning – Nothing to report
- 5.2 Review of Development of Facilities and Infrastructure – Nothing to report
- 5.3 Review of Planning Documents and Plans – Nothing to report
- 5.4 Development and Review of an Asset Plan – Nothing to report
- 5.5 Prioritize Performance Based Budgeting – Nothing to report

6. OUTSTANDING ITEMS

- Community Group Invitations
- Annexation
- Taxation Rates for 2021 (waiting for assessment from the Province to finalize)
- CAO to bring back information and recommendations on framework and meeting structure for the Strategic Planning Committee standing agenda template
- Community Information Signage Project – Proposed Locations
- Curling Club Request – with additional information
- Facility Operation Review
- MOST Grant allocation

7. NEXT MEETING

April 20, 2021 at 1:00 p.m.

- Presentation by Auditors on 2020 Audited Financial Statements
- Presentation on Annexation
- Operational Budget

RECONVENE

The committee through consensus returned to open meeting at 2:04 p.m.

The committee through consensus requested Administration bring to Council the community grant program presentation and information to the April 13, 2021 Regular Council Meeting.

8. AJOURNMENT

The Strategic Planning Committee adjourned the meeting 2:07 p.m.



**Performance Evaluation Committee
Meeting Notes
March 18, 2021 at 7:00 p.m.**

Members

Councillor Poggemiller (Chair)
Councillor Engel (Vice-chair)
Councillor Baswick

Staff

Ethan Gorner, Chief Administrative Officer
Craig Fox, Director of Engineering & Infrastructure
Luana Smith, Manager of Legislative Services

1. CALL TO ORDER

Councillor Poggemiller called the meeting to order at 7:02 p.m.

2. APPROVAL OF AGENDA

The Committed approved the agenda as presented.

3. ADMINISTRATIVE UPDATE

4. REVIEW OF COMMITTEE MEETING NOTES

The Committee approved the February 18, 2021 Meeting Notes as presented.

5. BUSINESS ITEMS

Snow Clearing Overview

Craig Fox gave an overview of the snow clearing policy and priority routes.

Stop Signs at 20th Street and 19th Avenue

The committee discussed removing the stop signs at 20th Street and 19th Avenue to keep the traffic flowing.

Roundabout – 23rd Street and Highway 582

Councillor Baswick raised the possibility of having a roundabout at the intersection of 23rd Street and Highway 582 to deal with the increase of traffic due to on-going development in Shantz Village.

Christmas Lights

The committee discussed Christmas lights and budget implications. This item will be on the Operational Budget Workshop on Saturday, March 27, 2021.

6. ROUNDTABLE DISCUSSION

7. NEXT MEETING

7.1 April 15, 2021 at 7:00 p.m.

8. AJOURNMENT

The Performance Evaluation Committee adjourned the meeting at 8:36 p.m.



Didsbury Economic Development Advisory Committee
March 15, 2021 Meeting Notes

Members: Acting Chair, Mike Crampton
Shelly Daly
Helen Hafke
Gord Leeson
Jan Lukes
Meaghan Neis
Councillor Mel Crothers
Councillor Erhard Poggemiller
Mayor Rhonda Hunter, Ex-Officio Town of Didsbury

Absent President Kyle Turner, Ex-Officio Didsbury & District Chamber of Commerce

Staff: Economic Development Officer, Phil Boucher
Manager of Legislative Services, Luana Smith

1. Call to Order

Acting Chair Mike Crampton called the Didsbury Economic Development Advisory Committee meeting to order at 6:30 p.m.

2. Approval of Agenda

Nominations for Chair and Vice-chair were moved up on the agenda.

The committee approved the agenda as amended.

3. Selection of Chair/Vice-chair

The committee agreed to recommend to Council that Mike Crampton be appointed as Chair and Shelly Daly as Vice-chair to the Didsbury Economic Development Advisory Committee.

4. Approval of Meeting Notes – February 22, 2021

The committee approved the meeting notes for February 22, 2021 as presented.

5. Economic Development Officer Update

Phil Boucher gave an update to the committee about the purchase of the 13 Ways book by Doug Griffiths and the costs associated with having him give a presentation.

6. Business/Discussion Items

6.1 CAEP Report – Helen Hafke

Member Hafke provided a verbal report in addition to her written report on the training she participated in with the Central Alberta Economic Development Partnership.

6.2 Marketing Plan Review

The committee finished the Marketing Plan review and requested Administration work with the Chair and Mr. Lukes to prepare a draft for the committee's review.

7. Round Table Discussion

The committee held a quick round table discussion; however, a lot of discussion took place during the marketing plan review.

8. Next Meeting

The next meeting is Monday, April 19, 2021 at 6:30 p.m.

9. Adjournment

The Didsbury Economic Development Advisory Committee meeting adjourned at 8:30 p.m.



April 14, 2021

Mayor Rhonda Hunter
Town of Didsbury
1606 – 14th Street
Box 790
Didsbury, AB T0M 0W0

Dear Mayor Hunter:

On behalf of the Chinook's Edge School Division Board of Trustees, we wanted to connect with you to let you know that we appreciate everything that you have done and are doing for the students and families within your community. This past year has been difficult and we realize that like us, you have had to navigate things that you never would have imagined possible.

As a Board, we have not been able to connect with our partners and wanted to express our continued desire to work together where there is mutual interest and an opportunity to support students and families. Throughout the various communities that Chinook's Edge touches, we recognize great Municipal partnerships in infrastructure, mental health and wellness, and even some program work identifying and supporting basic needs. We appreciate that these things fall to both of us in different ways and that by working together we have an increased chance of success for the families we both serve.

If there are any areas where you see our team could work together with yours to benefit our communities, or if there are any questions you might have, please do not hesitate to contact us to discuss further.

We wish you all the best until we can actually meet in person again.

Thank you,

Holly Bilton, Board Chair
Chinook's Edge School Division

4904 - 50 Street, Innisfail, Alberta T4G 1W4
Phone: 403-227-7070 Fax: 403-227-3652
www.cesd73.ca



ALBERTA

JOBS, ECONOMY AND INNOVATION

*Office of the Minister
MLA, Calgary-Elbow*

April 19, 2021

AR 82150

Rhonda Hunter
Mayor
Town of Didsbury
lsmith@didsbury.ca

Dear Mayor Hunter,

Premier Jason Kenney shared your letter regarding the two virtual town hall meetings that your council and the Didsbury and District Chamber of Commerce hosted, to engage its citizens and create an open dialogue with local businesses concerning the current economic challenges they are facing.

I applaud your dedication and commitment to working with your business community and supporting them during these challenging times. Events such as these are crucial to engaging with stakeholders and building relationships with the community to be able to work together towards a better future for the province of Alberta.

The summary of the meeting notes you have shared provide valuable information that will be shared with my department as we continue to work on Alberta's recovery plan and make changes where necessary. We will continue to work towards helping businesses and ensuring they are equipped with the necessary resources to carry on providing Albertans with the goods and services we rely on.

Thank you again for taking the time to write. I appreciate hearing from you and look forward to continuing to working with the Town Council of Didsbury and the Didsbury and District Chamber of Commerce.

Sincerely,

Doug Schweitzer, Q.C.
Minister of Jobs, Economy and Innovation

cc: Honourable Jason Kenney
Premier of Alberta

Dear Mayor Hunter and Council,

I am concerned over the decision to waive the credit card fees for property tax payments. As taxpayers we have several options available to us already for making our payments; monthly payments, paying through our mortgage/bank, paying in full directly, or by paying via credit card. Administration stated that this policy cost the town approximately \$10,000 last year and they expect to see that amount increase this year. This shortfall will need to be made up in other ways, either by raising taxes or by cutting programs.

Councillor Moore discussed how this would help those that are struggling during the pandemic. I believe Councillor Moore is incorrect in this assessment. I do not think this motion actually helps struggling people during this economic time. Waiving credit card processing fees for those who choose to utilize this payment method stands to disproportionately benefit people who have the money to pay in full and benefit from credit card reward points or cashback rewards. Those who choose to utilize their credit cards to make this payment are likely those who can afford to immediately pay the card off. Moreover, those who are financially struggling who use the credit card system may be making things worse for themselves as they will be subjected to the high interest rates charged by credit card companies. The thought process behind this feels like we are doing something in the name of the poor, but it's really for the rich.

We should not be creating budgetary shortfalls in the name of those who are struggling, unless there is well documented evidence that such a practice indeed is helpful to those struggling. If concern is genuine for those who are struggling, there are other, better options to explore, such as payment deferrals.

Thank You,

Greg Norris
1537 21 Ave.
greg.norris@hotmail.com
403-993-8395

Dear Mayor Hunter and Council,

I am concerned over the decision to waive the credit card fees for property tax payments. Councillor Moore discussed how this would help those that are struggling during the pandemic. I believe Councillor Moore is incorrect in this assessment. I do not think this motion actually helps struggling people during this economic time. As taxpayers we have several options available to us already for making our payments; monthly payments, paying through our mortgage/bank, paying in full directly, or by paying via credit card. Administration stated that this policy cost the town approximately \$10,000 last year and they expect to see that amount increase this year. This shortfall will need to be made up in other ways, either by raising taxes or by cutting programs. Waiving credit card processing fees for those who choose to utilize this payment method stands to disproportionately benefit people who have the money to pay in full and benefit from credit card reward points or cashback rewards. Those who choose to utilize their credit cards to make this payment are likely those who can afford to immediately pay the card off.

We should not be creating budgetary shortfalls because we supported people to collect credit card points.

Melynda Crampton
2524 15 ave

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB


Dear Mayor and Councillors;

I am writing this letter to express my strong objection to the waiving of fees for payments by credit cards for Taxes or any other payments. This is not how I want my tax dollars spent and it does not help with Covid relief. We have many programs to make paying taxes easier for those experiencing financial stress during this time. This does not benefit anyone but the cardholder.

Please make better decisions regarding our tax dollars.

Thank you

Signed



2153 20th Av Didsbury

Chelsea Hiebert

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB


Dear Mayor and Councillors;

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Please make better decisions regarding our tax dollars.

Thank you

Signed



2131 18 Ave

Didsbury

Sheree Andrews

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB


Dear Mayor and Councillors;

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Please make better decisions regarding our tax dollars.

Thank you

Signed



Anne Klassen

Box 2746 Didsbury

403 586 3146

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

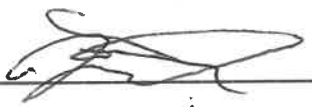
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Please make better decisions regarding our tax dollars.

Thank you

Signed



Dorelle Hilbert

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB


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Please make better decisions regarding our tax dollars.

Thank you

Signed



Didsbury-AB.

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

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Please make better decisions regarding our tax dollars.

Thank you

Signed

Eliesha Klassen
Eliesha Klassen
Box 2716 Didsbury
403-586-5522

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my strong objection to the waiving of fees for payments by credit cards for Taxes or any other payments. This is not how I want my tax dollars spent and it does not help with Covid relief. We have many programs to make paying taxes easier for those experiencing financial stress during this time. This does not benefit anyone but the cardholder.

Please make better decisions regarding our tax dollars.

Thank you

Signed

Samuel Klassen
Samuel Klassen
#403, 507, 1520

April 15, 2021

Town of Didsbury
1606 14 st
Didsbury, AB

Dear Mayor and Councillors;

I am writing this letter to express my strong objection to the waiving of fees for payments by credit cards for Taxes or any other payments. This is not how I want my tax dollars spent and it does not help with Covid relief. We have many programs to make paying taxes easier for those experiencing financial stress during this time. This does not benefit anyone but the cardholder who likely pays the balance off right away anyway. Please make better decisions regarding our tax dollars.

Thank you

Signed



Laura Regehr



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

| | |
|------------------------|-------------------------------|
| COUNCIL MEETING DATE | April 27, 2021 |
| SUBJECT | Council Highlights Roundtable |
| ORIGINATING DEPARTMENT | Legislative Services |
| AGENDA ITEM | 10.1 |

BACKGROUND/PROPOSAL:

Council members will identify items that were significant to them from the meeting to be included in the Council Highlights.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

These highlights will be used by Administration to be included in the Council Highlights document that is placed on the Town of Didsbury website for public review and released to the public.