

# **TOWN OF GRANDE CACHE VIABILITY REVIEW REPORT AND NEXT STEPS**

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SEPTEMBER 2018

Town of Grande Cache Viability Review  
Alberta Municipal Affairs  
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Digital (PDF) Version ISBN No.: 978-1-4601-4096-3

Printed in Canada

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# TOWN OF GRANDE CACHE VIABILITY REVIEW

The Town of Grande Cache is located in the foothills of the Canadian Rocky Mountains on Highway 40, 150 kilometers northwest of the Town of Hinton, and 187 kilometers south of Grande Prairie. The population of Grande Cache is 3,571, and its assessment base is approximately \$520 million.

In June 2016, the Town of Grande Cache council published the following as part of a “Frequently Asked Questions” document following council’s resolution to request a viability review:

*“For a variety of reasons, the Town of Grande Cache is not bringing in enough revenue to cover the operating costs of services such as water and maintaining our infrastructure such as roads. Council has made significant progress in reducing the Town’s debt load as well as reducing the Town’s operating budget and implementing a hiring freeze. They have addressed one of our major capital infrastructure needs (the water treatment plant) by applying for and receiving grants. Without these grants, the residents of Grande Cache would be dealing with a “boil water” order today to ensure they had good drinking water. Council has also increased user fees to cover operating costs of services such as the supply of good drinking water for our residents.*

*In looking forward, with the downturn in the economy, Council anticipates a drastic change in property assessment which, in turn, affects the amount of taxes brought in. With a reduced assessment base more taxes would have to be brought in to cover basic operating costs. Council requested the Viability Review to determine if we are viable and identify options on how to continue to be viable in the future. If the Viability Review shows the Town trending towards non-viability, options will be suggested to change this trend. One of those options may be dissolution.”<sup>1</sup>*

In response to the town council’s request for a viability review, the Minister informed the council that a viability review would proceed for the town in June 2016. A viability review addresses a municipality’s governance, finances, and infrastructure to determine whether changes are required for the community to become viable and may result in dissolution.

Dissolution is a municipal restructuring process whereby a municipality is no longer a separate legal entity and becomes a part of its neighbouring municipality. Grande Cache’s rural neighbour is the Municipal District of Greenview (MD).

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<sup>1</sup> <http://grandecache.municipalwebsites.ca/Editor/images/viabilityhandout.pdf>

## MINISTER'S DECISION

In accordance with the *Municipal Government Act*, before a municipality can be dissolved, the Minister must undertake a viability review and after completing the viability review hold a vote of the electors of the municipality on the proposed dissolution.

For the Town of Grande Cache Viability Review, the Minister of Municipal Affairs has decided to:

- draft the Town of Grande Cache Viability Review Report in cooperation with the town and MD;
- distribute the plan to stakeholders;
- hold public information sessions,
  - to discuss the viability review report and options, and
  - to provide residents, property owners, and community stakeholders an opportunity to ask questions about the two options presented for Grande Cache; and
- conduct a vote on the question of dissolution of the Town of Grande Cache.

## RESULTS OF THE VOTE ON DISSOLUTION

If town electors vote that Grande Cache should not be dissolved, Grande Cache will remain an incorporated town. The Minister would issue a Ministerial Order directing the town council and administration to take any actions, based on the results of the viability review, that the Minister considers appropriate to ensure the viability of Grande Cache. Alberta Municipal Affairs would monitor the completion of the directives and provide advisory assistance.

If town electors vote that Grande Cache should be dissolved, the Minister must recommend to the Provincial Cabinet that the Town of Grande Cache be dissolved and become part of the Municipal District of Greenview. Provincial Cabinet makes the final decision.

If a decision to dissolve the Town of Grande Cache is made, the Lieutenant-Governor in Council would sign a formal document, an Order in Council, which would legally change the status of Grande Cache from town to become part of the Municipal District of Greenview. The Municipal District of Greenview would become responsible for governing and servicing Grande Cache in addition to the rural area it already serves. Residents of Grande Cache would become electors in the Municipal District of Greenview.

## COMMUNICATION WITH RESIDENTS

Grande Cache electors and property owners who do not receive this report by mail can request one from Municipal Affairs by emailing Municipal Affairs at [viabilityreview@gov.ab.ca](mailto:viabilityreview@gov.ab.ca). This report is also available on the Government of Alberta website at:

[www.municipalaffairs.alberta.ca/viability-reviews#Grande Cache](http://www.municipalaffairs.alberta.ca/viability-reviews#Grande%20Cache) .

# TOWN OF GRANDE CACHE VIABILITY REVIEW REPORT

## VIABILITY REVIEW APPROACH

This document is the Town of Grande Cache Viability Review Report. It reflects the spirit of the Municipal Sustainability Strategy to address the long-term viability of Grande Cache. The report outlines the town's current finances, governance, services, and infrastructure including:

- an overview and analysis of town operations in recent years;
- the outcome of the infrastructure assessment, including a multi-year infrastructure plan, conducted as part of the viability review; and
- a description of the two options for the long-term viability of Grande Cache:

Option 1: The Town of Grande Cache continues as an incorporated municipality

Option 2: The Town of Grande Cache dissolves and Grande Cache becomes part of the Municipal District of Greenview

An analysis of the implications of each option is provided in the Analysis of Operations and Options section of this report.

This Viability Review Report provides information to council, administration, residents, community groups, and businesses of Grande Cache to discuss and debate the future of Grande Cache as either an incorporated town with its own town council, or as part of the MD of Greenview governed by the MD council.

The Municipal Sustainability Strategy was developed in 2010 through a partnership between Alberta Municipal Affairs and the province's municipal and administrative associations to improve the long-term viability of municipalities across the province. The eight broad areas identified in the Municipal Sustainability Strategy were considered in the drafting of the Town of Grande Cache Viability Review Report:

1. **Sustainable governance** – addresses council practices and procedures, compliance with legislation, citizen engagement, and strategic planning and considers municipal structures.
2. **Regional cooperation** – addresses the municipality's approach to collaboration with neighbours for the benefit of the community and the region and considers the town's relationship with the MD of Greenview.
3. **Operational and administrative capacity** - addresses the capacity of the municipality to operate on a daily basis and implement council decisions.

4. **Financial stability** –addresses the municipality’s capacity to generate and manage revenues sufficient to provide for necessary infrastructure and services and provides information about the finances of the town.
5. **Infrastructure** –addresses the municipality’s capacity to effectively and efficiently manage its long-term infrastructure needs and provides information about the current state of the town’s infrastructure.
6. **Service delivery** - addresses the capacity of the municipality to provide essential municipal services that meet public expectations and applicable regulated standards.
7. **Community well-being** - addresses community demographics that contribute to the vitality and the long-term viability of the community.
8. **Risk management** - addresses the capacity of the municipality to identify and manage key risks.

## ANALYSIS OF OPERATIONS AND OPTIONS

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### 1. SUSTAINABLE GOVERNANCE

<b><u>MUNICIPAL STATUS AND HAMLETS</u></b>	
<p>In 1966, Grande Cache was incorporated as the New Town of Grande Cache in accordance with the New Town Act, then in 1984, became the Town of Grande Cache when its status was changed to that of a town.</p> <p>According to Federal Censuses, the population of Grande Cache was 3,783 in 2007, 4,319 in 2012, and 3,571 in 2016. The population of the Municipal District of Greenview (MD) was 5,464 in 2007, 5,299 in 2012, 5,583 in 2016, and 6044 in 2018 according to the preliminary census results.</p> <p>The MD of Greenview was formerly Improvement District (ID) 16. ID 16 initially came to be in 1968 with the amalgamation of IDs 110, 111, and 126. It incorporated in 1994 to become the MD of Greenview.</p> <p>Within the municipal boundary of the MD of Greenview, there are three towns: Fox Creek, Grande Cache, and Valleyview; and five hamlets: DeBolt, Grovedale, Landry Heights, Little Smoky, and Ridgevalley. The MD also includes the Co-ops and Enterprises, which make up the Grande Cache Ward: Grande Cache Lake Co-op Ltd, Susa Creek, Victor Lake Co-op Ltd, Joachim Enterprises, Kamisak Development Co-op Ltd, Muskeg-Seepee Co-op Ltd, Wanyandie East Co-op Ltd., and Wanyandie West Co-op Ltd.</p>	
<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
<p>Grande Cache would remain an incorporated town.</p> <p>The town council would continue to be responsible for governance, the provision of services to residents, and have the authority to pass bylaws</p>	<p>Dissolution would un-incorporate the town; Grande Cache would become part of the MD of Greenview.</p> <p>In addition to the area it currently serves, the MD council would be responsible for the governance of</p>

and collect property taxes or other revenues to support those services.

The town has indicated that council would have to carefully review the existing services, long term plan, and tax rates to determine how they would reduce budgeted operating and capital expenditures to balance the budget.

the area of Grande Cache including the responsibility to provide services to residents and the authority to pass bylaws and collect property taxes or other revenues to support those services.

Following dissolution, the MD would designate Grande Cache as a hamlet. In the future, the MD may undertake a review to determine the merits of establishing Grande Cache as an Urban Service Area within Greenview.

### **COUNCIL REPRESENTATION AND LOCAL DECISION MAKING**

As the governing body of the municipality, an elected council sets the overall direction of the municipality through the creation and review of policies and programs, and is responsible for the hiring and appointment of the chief administrative officer.

The town council is responsible for the passing of bylaws, adoption of policies, setting budgets, raising revenues through property taxes and business taxes, setting fees for services, borrowing, fines, adopting plans and bylaws for the use and development of land, and providing a variety of services required or desired by residents within the boundaries of the town.

#### **Town of Grande Cache Council**

Grande Cache residents are represented by a seven-member council - a mayor and six councillors elected at-large by town electors.

The current mayor is serving his third term on council, and was elected mayor in the 2013 and 2017 municipal elections.

Town councillors are appointed to different boards and committees to represent the interests of Grande Cache residents.

The town is a member of the Alberta Urban Municipalities Association.

#### **Municipal Elections**

In 2010, three candidates ran for the position of mayor and 18 candidates ran for the six councillor positions. In that election, the then-mayor was re-elected to a 4th term, and five new council members were elected.

When a councillor resigned in March 2013, a by-election was not required as the vacancy on council occurred within 18 months of the next general election. Council was reduced to six until the general election in October 2013.

In October 2013, three candidates ran for the position of mayor and 11 candidates ran for the six councillor positions. The newly elected mayor had served as councillor during the previous term, and three new councillors were elected.

In 2017, two candidates ran for the position of mayor and 11 candidates ran for the six councillor positions. The incumbent mayor and three new councillors were elected.

#### **Regular and Special Council Meetings**

Regular council meetings are held on the second and fourth Wednesday of each month, and committee of the whole meetings are the first Wednesday of each month.



Special council meetings are intended to address emergent matters that need to be addressed prior to the next regular council meeting. The town council has called special council meetings in order to address business not completed at the regular council meetings due to lack of time in:

- 2014 – 18 special meetings;
- 2015 – 8 special meetings;
- 2016 – 18 special meetings;
- 2017 – 10 special meetings; and
- to date in 2018 – 9 special meetings.

**Municipal District of Greenview Council**

Residents of the MD of Greenview are represented by eight councillors elected from eight electoral divisions.

The reeve is appointed by council at the organizational meeting each October. The current reeve, Reeve Dale Gervais, has served on the MD of Greenview council since 2004 and was elected to his fifth term of office in the 2017 general election. Reeve Gervais has been serving as reeve of the MD since 2013.

The MD of Greenview council meetings are held on the second and fourth Monday of each month in the municipal offices in Valleyview. Committee of the whole meetings are held on the third Monday of each month, with a rotating location between Valleyview, DeBolt, Grovedale and Grande Cache.

Greenview has had one special council meeting in 2017 and three special council meetings in 2018 to date.

When the MD of Greenview was incorporated in 1994, the government of Alberta established eight wards based on the 1992 Federal Census data, with each ward electing one person to council. Since that time, the MD has not conducted a ward boundary review, and the following original eight wards remain: Grande Cache, Little Smoky, Valleyview, Sunset House & Sweat House, New Fish Creek, DeBolt & Puskwaskau, Crooked Creek & Sturgeon Heights, and Grovedale.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town has indicated that council would look at reducing the number of elected members from the current seven down to five prior to the next municipal election.</p> <p>As a possible cost-saving measure, the town has stated that it may set meetings to one committee of the whole and one regular council meeting per month. The town expects that without sufficient funds to address the capital projects, “extra” attention to projects, programs and services would be drastically reduced, giving way to reduction in council meetings necessary.</p> <p>Council meetings would continue to be open to the public, advertised, and held on a regular basis in the municipal offices.</p>	<p>It is important that residents of a dissolved municipality are represented on the municipal council and eligible to run for council and vote.</p> <p>Should the Town of Grande Cache dissolve, Grande Cache residents will be represented on the MD council by two members of the current Grande Cache council in the interim until the 2021 general election. Between dissolution and the 2021 election, the MD of Greenview would conduct a ward boundary review to ensure that all residents are represented as fairly as possible.</p> <p>A bylaw establishing ward boundaries must be advertised by council and would be petitionable by residents including residents of Grande Cache.</p>

**MUNICIPAL BYLAWS AND POLICIES**

The town council is responsible for the development and review of bylaws and policies that govern the Town of Grande Cache. Town bylaws and policies are available through the town office and are published on the town website.

The town's enforceable bylaws legislate a number of matters including: animal control, noise control, community standards, and traffic control.

The town currently employs one full time Peace Officer.

The MD's bylaws and policies are posted on the MD's website and available at the MD office.

MD Bylaws are enforced through a combination of authorized municipal staff and contracted enforcement personnel through the County of Grande Prairie.

<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
<p>The town council will continue to be responsible for the development and review of bylaws and policies that govern the Town of Grande Cache.</p>	<p>The MD council is responsible for the development and review of bylaws and policies that govern the MD of Greenview.</p> <p>Existing Grande Cache bylaws will remain in force until the MD of Greenview amends, repeals, or replaces them with existing MD bylaws.</p> <p>Should the Town of Grande Cache dissolve, the MD has indicated that it would begin a comprehensive and scheduled review of Grande Cache bylaws and policies and retain, amend, repeal or replace these as needed to ensure compatibility with MD policies and bylaws, as well as ensure the needs of Grande Cache are met.</p>

**ASSISTANCE FROM MUNICIPAL AFFAIRS**

As a municipality undergoing a viability review, the Town of Grande Cache received provincial funding from the municipal restructuring component of the Alberta Community Partnership (ACP) grant to assess the condition of town infrastructure and develop a multi-year capital plan.

The MD of Greenview committed to undertake a joint infrastructure assessment for the towns of Grande Cache, Fox Creek, and Valleyview at a cost of \$1.1 million. The Town of Grande Cache contributed the \$150,000 Alberta Community Partnership funds towards the assessment.

The Town of Grande Cache infrastructure assessment was approved by the MD council in late August 2017, and finalized and accepted for information by the town council in November 2017. As part of the assessment, a 20-year capital plan was developed.

All viability reviews were suspended by the ministry, including establishment of the Grande Cache viability review team, until after the October 2017 general municipal elections.

In December 2017, the town and MD of Greenview entered into discussion to identify the challenges for Grande Cache, explore possible solutions, and develop a long-term funding model for the Grande Cache

region. At the request of the town and MD, the viability review was deferred until the outcome of these discussions was known.

On July 26, 2018, the Town of Grande Cache, and on July 31, 2018, the MD of Greenview, submitted requests to the Minister of Municipal Affairs that the Viability Review be resumed to include the Viability Report, public engagement, and a vote of the electors in September 2018.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>If Grande Cache remains a town, it will continue to be eligible to apply for provincial and federal funding for municipalities.</p> <p>The Minister must direct the town council and administration to take certain actions that would be significant for the long-term viability of the town.</p> <p>The town council would be responsible for completion of the Ministerial directives within given timelines. Ministry staff would monitor the town's progress and provide advisory services.</p>	<p>Following dissolution, ministry staff are available to provide advice to the MD of Greenview council and administration.</p> <p>In the 2018/19 fiscal year, the MD will be eligible to apply for provincial grants to assist with restructuring costs associated with administration, governance, and legislation (estimated \$300,000); and towards capital projects in Grande Cache identified in the infrastructure assessment (estimated \$3,000,000).</p> <p>It would be the responsibility of the MD council to determine how to expend the grant to benefit Grande Cache.</p>

## 2. REGIONAL CO-OPERATION

### INTERMUNICIPAL SERVICE AGREEMENTS AND PLANNING

Partnerships between the town and MD include:

- Grande Cache FCSS provision of services to the Co-ops and Enterprises: a contract fee for service; no changes are anticipated should Grande Cache remain a town or become part of the MD.
- Community Services, Regional Community Development, and recreation facilities, leases, and capital projects: The recreational centre and recreational activities are unique partnership agreements. The MD of Greenview is a 50 per cent owner of the newer portion of the recreation centre, and funds 25 per cent of the operational deficit and capital costs.
- Intermunicipal Development Plan (IDP): The IDP is scheduled for examination in the next 18 months.
- Grande Cache Airport: The Grande Cache Airport remains closed.
- Joint Firefighting and Peacetime Disaster Mutual Aid: the town works with the MD in the provision of fire suppression and disaster response.
- Joint Library Services: The MD contributes funding to the operation of the Grande Cache Library operation.
- Weed Inspector Services: the MD has provided in-kind assistance to the town to ensure legislative compliance for noxious weed requirements.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town will be responsible to work with the MD to adopt an intermunicipal development plan that meets legislated requirements and an intermunicipal collaboration framework in addition to maintaining its responsibilities under existing regional partnership agreements.</p> <p>The town has stated that if Grande Cache remains as an incorporated town, the Community Services, Regional Community Development, and recreation facilities, leases, and capital projects agreements would need to be renegotiated. The town has indicated that it does not have the funds to cover 75 per cent of the ongoing operational and capital expenditures required to operate the recreation facility.</p> <p>The town has also indicated that plans to develop the unfinished space within the centre would not be a council priority and the space would remain undeveloped. It has also indicated that deterioration of the facility is a great concern, as the town can not fund the necessary upkeep costs.</p> <p>The town has stated that user fees for recreation would steadily have to increase to try to better cover the operational costs associated with the facility. The current target of 60 percent cost recovery on recreation programs may have to increase in the future.</p> <p>The town has stated that, without resources, it is unable to foresee any intermunicipal development or value in their stakeholder position, and would be heavily reliant on the MD to develop and manage the details of an IDP.</p> <p>The town has stated it clearly sees value in having the airport facility; however, if remaining a town, administration would advise that the facility remain closed permanently and deemed a non-essential service.</p> <p>According to the town, fire services would remain as it currently operates. The fire hall and equipment would be debentured (50% portion of the town's contribution). Mutual Aid agreements developed with the MD would be reviewed.</p> <p>For library services, the town has indicated that the funding contribution provided by the town for the</p>	<p>Grande Cache would be represented by the MD of Greenview in its relationships with other municipalities in the region.</p> <p>The MD of Greenview partners with several other municipalities and provides services and funding to a number of other municipalities.</p>

<p>library currently comes from funding provided by the MD of Greenview. The town is hopeful that an ongoing funding contribution from the MD would be captured in the newly required Intermunicipal Collaboration Framework with the MD so that the funding of the library would continue.</p> <p>The town has stated that weed inspection in a remote location such as Grande Cache is difficult. The MD of Greenview has been generous in providing guidance, education and ongoing administrative support. The town has attempted to contract a weed inspector, aware of the provincial legislation surrounding noxious weeds. In falling short, the town has accessed the services of the MD to assist on an emergency basis to address the accumulating noxious weed problem. The town has stated that it is uncertain of how the town would address the growing noxious weed problems, and would be looking at a more intricate weed assistance agreement with the MD in the future.</p> <p>Should Grande Cache remain incorporated as a town, the MD of Greenview would work with the town through existing agreements and partnerships and through the intermunicipal collaboration framework process to help Grande Cache move towards viability.</p>	
<p><b><u>FINANCIAL SUPPORT FROM THE MD OF GREENVIEW</u></b></p> <p>The MD of Greenview has provided a total of \$37,262,819 to the Town of Grande Cache since 2010 as shown in <b>Table 4</b> of the appendix, based on information supplied by the town and MD.</p> <p>Through the Regional Community Development / Community Development Initiative (CDI), the MD has provided annual grant funding to the towns of Valleyview, Fox Creek and Grande Cache since 2012. Since that time, the Town of Grande Cache has received funding of \$15,542,547, including \$2,432,016 in 2017. The agreement expired at the end of 2017. The town has indicated that its annual budget is contingent on the funding received in this agreement.</p> <p>The MD also provides funding for fire services, recreation, FCSS, operating grants, as well as a number of grants for capital projects such as the multiplex.</p> <p>In addition, the MD has provided human resources services, as well as weed inspection services to the town. The MD has also provided equipment to the town including fire services equipment and a garbage truck. The MD is currently funding 50 per cent of the cost of a ladder truck for the town.</p>	
<p><b>Option One – Grande Cache remains a town</b></p>	<p><b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b></p>
<p>The town has stated that it has complex cash-flow issues due to the distribution of the CDI funding that comes late in the year. The town is gravely concerned with rising operating and capital costs, uncertain if the partnership would continue through the next council elections, and what the likelihood</p>	<p>If Grande Cache becomes part of the MD of Greenview, funding for local services will be determined through the MD budget process.</p>

of a long-term commitment would be with a different elected MD council.

### 3. OPERATIONAL AND ADMINISTRATIVE CAPACITY

#### ADMINISTRATION

The town operates out of leased space in the provincial building. The town office is open Monday to Friday from 8:30 am to 4:30 pm. Staff are available during those times to provide assistance.

#### **Option One – Grande Cache remains a town**

The town has stated that, hours of administration office may be reduced to 2 or 3 days per week,

#### **Option Two – Grande Cache dissolves and becomes part of the MD of Greenview**

The MD of Greenview office buildings are located in the Town of Valleyview.

The MD maintains sub-offices in Grande Cache, and Grovedale that are open five days a week, from 8:00 a.m. to 4:30 p.m. and closed for lunch from 12:00 p.m. to 1:00 p.m. The MD maintains a sub-office in DeBolt that is open Wednesdays and Thursdays from 8:00 a.m. to 4:30 p.m. and closed for lunch from 12:00 p.m. to 1:00 p.m.

The MD has indicated that Grande Cache operations would expand according to service levels.

Office hours would be reviewed and likely made consistent with the current Grande Cache, Valleyview and Grovedale offices.

#### HUMAN RESOURCES AND CONTRACTED SERVICES

Activities related to the administration of a municipality include but are not limited to: general administration, property assessment and taxation, licensing administration, municipal census-taking, budgeting and accounting, audit and legal functions, public relations, and election processes and plebiscites.

All municipalities in Alberta must appoint a Chief Administrative Officer (CAO).

The town has appointed five CAOs in the past ten years.

Darren Ottaway – 2006 to 2012

Alan Parkin – October 2012 to February 2013

Rick McDonald – May 2013 to October 2013

Loretta Thompson – November 2013 to September 2017

Denise Thompson – October 2017 to present

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town council will continue to employ or contract a CAO as required by legislation, and employ staff or contract for the provision of programs and services.</p> <p>The town has indicated that it would possibly consider the employment contract for a CAO becoming a part-time position.</p> <p>The town may consider program and service cuts to reduce overall expenses, This could result in changes in staffing needs.</p> <p>Any changes to staffing levels would need to be completed in accordance with provincial employment standards, including termination notice/ and or pay, and the town’s human resource policies.</p>	<p>The MD of Greenview CAO will be responsible for the management of the MD including Grande Cache.</p> <p>The provision of municipal services will be handled by MD staff and contractors.</p> <p>Town staff employment records and liabilities associated with town employees would transfer to the MD.</p> <p>The MD has indicated that most existing town staff would be integrated into the MD organization structure.</p> <p>There would be an organizational review following the integration of Grande Cache and Greenview. There may be changes for a small number of staff following the review. Any changes to staffing levels would need to be completed in accordance with provincial employment standards.</p>

## 4. FINANCIAL STABILITY

<b><u>FINANCIAL POSITION</u></b>
<p>The municipal financial year is from January 1 to December 31. All municipalities in Alberta must adopt an operating and capital budget that shows the expected revenues and expenses. The revenues must be sufficient to cover the expenditures.</p> <p>Major revenue sources for all municipalities include municipal property taxes, grant funding from other levels of governments, debt, and fees for service including utility fees. The funding from the neighbouring local municipalities can also be a significant revenue source.</p> <p>According to the 2017 financial statements, the town had total revenues of \$12,756,896 and total expenditures of \$11,755,925 (excluding provincial government transfers for capital projects, disposal gains, and land inventory write-downs). This resulted in a reported excess from operations of approximately \$1 million. However, revenues included \$2.4 million CDI funding from the MD (as discussed above in the “Financial Support From the MD of Greenview” section). Without this support, the town would have had a 2017 operating shortfall of approximately \$1.4 million.</p> <p>At the end of 2017, the town had an accumulated surplus (excluding equity in capital assets) of \$7.5 million that was designated to reserves to meet future capital project requirements. Under legislation, the town is not allowed to let its surplus fall below zero. The town has indicated that the surplus position was largely the result of selling 50 per cent of the recreation centre to the MD in 2015.</p> <p>The financial information submitted by the Town of Grande Cache to Municipal Affairs in the Financial Information Returns is provided in Table 1: Financial Position, Table 2: Accumulated Surplus, Table 3: Financial Activities by Function (Revenues and Expenses) of the appendices. Revenues reported in Table 3 include grants for capital projects; these amounts are not available to support operational expenses.</p>



Table 4 summarizes the grants and transfers from the MD of Greenview as provided by the town and MD.

Following proclamation of the *Municipal Government Amendment Act* in 2017, it is mandatory for municipalities to prepare a written plan for their financial operations over a period of at least the next three financial years and their anticipated capital property additions over a period of at least the next five financial years. The plans should include the anticipated revenues and expenses.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>All existing assets and liabilities will remain with the town.</p> <p>The town council will continue to be responsible for raising sufficient revenues to provide for its operational and capital requirements and obligations.</p> <p>The town has indicated that, with the rising costs of providing services, town residents may face increases in taxes, user fees increases, or reduction in service delivery in order for the town to have sufficient revenue to fund the estimated expenditures.</p>	<p>The MD of Greenview will receive the town’s rights to revenues on the date of dissolution including town property taxes and utility fees as well as any grants. The MD would also assume all of the town’s liabilities including accounts payable, long term borrowing and landfill post-closure costs.</p> <p>The costs associated with administering Grande Cache would be the responsibility of the MD.</p> <p>As part of dissolution, all town assets will be transferred to the MD of Greenview. Assets include, but are not limited to, cash, investments, reserves, buildings, infrastructure, vehicles, machinery, and equipment.</p> <p>All money transferred from the town to the MD and all money received from the sale of town assets must be used to pay off or reduce liabilities of the former town, or for projects in Grande Cache.</p> <p>The MD would be required to account separately for funds received from the town, including money from the sale of any assets.</p> <p>Funds from Grande Cache would be placed in a designated reserve account for Grande Cache.</p> <p>These funds could only be used:</p> <ul style="list-style-type: none"> <li>– to reduce a liability incurred by the town; or</li> <li>– for projects in the former area of the town.</li> </ul> <p>The MD has indicated that it would retain most of the town’s physical assets and replace assets as per the MD of Greenview policies regarding asset life-cycles.</p> <p>As of 2017, MD reserves total \$169,686,550</p> <p>The MD does not dedicate any reserves specifically for hamlets. Reserve allocations are generally dedicated to functional areas that cover both hamlets and rural areas.</p>



### MUNICIPAL BORROWING AND DEBT

Debt limits and debt service amounts are legislated in the Alberta Debt Limit Regulation. The town is compliant with legislation.

Annual payments on debentures and other loans are funded through revenues such as grants, utility fees, and property taxes.

According to the town's 2017 audited financial statements as of December 31, 2017, the town's long-term debt amounted to \$3,020,001, which represents 15.7% of its debt limit. The town's debt servicing is \$535,203, which represents 16.8% of its debt service limit.

The town has two debentures maturing in 2022 (Filter Plant) and in 2025 (Recreation Centre) and the capital lease agreement matures in January 2019.

The original amounts of the debentures and lease were:

- Filter Plant (1997): \$907,672
- Recreation Centre (New Aquatics Centre) (2010): \$4,600,000
- 5- Year Capital Lease for equipment at the landfill (loader) (2014) - \$219,000

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town will continue to be solely responsible for repayment of borrowings, with regular payments funded out of town revenues.</p> <p>The town has indicated it would need to remain very cautious about taking on any debt due to the challenges of servicing debt.</p>	<p>Town liabilities will transfer to the MD of Greenview.</p> <p>If the liabilities exceed the assets of the town, the MD could impose additional taxes on properties in Grande Cache to pay for the excess liabilities.</p> <p>The MD council would determine how existing debt and debt incurred by the MD for a project in Grande Cache would be funded.</p> <p>The MD has indicated that projects within hamlets are funded no differently than projects from outside the hamlets. Projects are prioritized based on need and planning.</p> <p>Projects are generally funded through grants, taxes, or reserves.</p>

### PROPERTY ASSESSMENT

Assessment is the process of assigning a dollar amount to property, in comparison to other properties in a municipality, based on the market value of the property. The property tax rate is then applied to the assessed value to determine the property taxes owing for each property within the municipality.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>Property in Grande Cache will continue to be assessed by the Municipality's assessor in accordance with provincial standards.</p>	<p>Assessed values of property are not expected to change significantly as property assessment is</p>

	based on the same methods and information throughout the province.
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**MUNICIPAL TAXES**

Property taxes are a major source of revenue for municipalities.

A comparison of the 2018 Town and MD property taxes rates, and the total property taxes levied on a property assessed at \$100,000, can be found in Tables 5 and 6 of the appendix.

Town property taxes are due by June 30 each year. The town imposes a 12 per cent penalty to the outstanding current balance on July 1, a 6 per cent penalty on the outstanding current balance on August 1, and an 18 per cent penalty on total taxes owing January 1 of the following year. Property owners may arrange with the town to pay current taxes in monthly installments without penalties. The town does not levy a minimum tax.

At the end of 2017, the town had 5.4 per cent of current property tax unpaid. The town is able to recoup the tax arrears through the tax recovery process pursuant to the *Municipal Government Act*.

<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
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The town council will continue to be responsible to levy property taxes based on its annual budget, and to collect outstanding tax balances.

According to the town, a challenge remains with the economic drivers of being a primarily resource-based town. The rise and fall of the economy has a harsh impact of the housing market in Grande Cache.

The Town has indicated that its ability to expand the tax base is impeded by the surrounding green zone, and the high costs of development in remote, mountain locations. The current high tax rates and declining assessments have already made finances difficult. Raising the non-residential tax rate any further is adding strain to the businesses and preventing positive attraction of new business to the area.

The MD would be responsible for determining the tax rates for properties in the MD including the hamlet of Grande Cache.

If the town dissolves, the MD will review how the hamlet area is taxed as part of its budget process. In the interim, the MD may maintain the Grande Cache tax rates.

The *Municipal Government Act* allows municipalities to levy different tax rates on residential properties in specific areas, and to levy special taxes to cover the costs of services provided in a specific area.

Property taxes would be levied under the MD annual property tax rate bylaw. The MD’s minimum property tax of \$20, tax due dates, and tax penalty schedule would apply to properties in Grande Cache.

Property taxes previously levied and owed to the town would be owed to MD of Greenview, and the MD would continue any tax recovery proceedings.

Non-residential property taxes are due on June 30 each year. The MD imposes an 8 per cent penalty to any unpaid balance after June 30<sup>th</sup>.

Residential and farmland property taxes are due by November 15 each year. The MD imposes a penalty of 8 per cent penalty to any unpaid balance after November 15.

	<p>In the event of any property taxes, non-residential or Residential/Farmland, owing after December 31, January 1 of the following year a penalty of 10 per cent is levied on current taxes from the previous year and/plus a penalty of 18 per cent on the total unpaid balance.</p> <p>The MD has payment plan options available for residential and non-residential rate payers.</p>
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**SPECIAL TAXES, LOCAL IMPROVEMENT TAXES, AND FRANCHISE FEES**

The *Municipal Government Act* authorizes municipalities to impose special taxes and local improvement taxes on property in any area of a municipality to fund a service or project that will benefit that area.

The town levies franchise fees on utilities. Revenues from franchise fees are reported in general revenues.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
The Town has indicated they will look at local improvement taxes as a possibility in the future.	Generally, the MD of Greenview treats hamlets like any other service area in the MD. However, Greenview has applied local improvement taxes on a case by case basis in the past, depending on the project. For example the most recent local improvement tax was levied on Creek’s Crossing, a subdivision in the Hamlet of DeBolt.

**PROVINCIAL AND FEDERAL GRANT FUNDING**

Provincial and federal grants are a significant source of funding for municipalities.

The Municipal Sustainability Initiative (MSI), launched in 2007, helps support local infrastructure priorities and build strong, safe, and resilient communities. There are two components to MSI funding provided by Municipal Affairs.

***Municipal Sustainability Initiative (MSI) Capital***

The MSI capital funding assists municipalities to meet the demands of growth, address local infrastructure needs, and enhance municipal sustainability.

Table 7 of the appendix provides an overview of the Town of Grande Cache’s provincial and federal capital grant allocations in the years 2013 to 2018.

***Municipal Sustainability Initiative (MSI) Operating Funding***

The town will receive \$40,114 under this program in 2018. MSI operating funding must be used for the purpose of providing good government, providing services, facilities or other items that are necessary or desirable for all or part of the municipality, or to develop and maintain safe and viable communities.

***Deferred Grant Revenue***

Unexpended grants and other funds received by the municipality are reported in the audited financial statements as deferred revenue and must be expended for the purpose they were received.

As of December 31, 2017, the town had deferred operating grant revenues totalling \$43,794.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town will continue to be eligible to receive provincial and federal grant funding according to program stipulations. Unexpended grant funds will continue to be available for town projects.</p>	<p>In cases where amalgamation or dissolution has occurred, the restructured municipality will receive MSI funding allocations equivalent to that which would have been calculated pre-restructuring for a subsequent five years.</p> <p>Unexpended grants previously allocated to the town will transfer to the MD of Greenview.</p> <p>MD utilization of MSI allocations are typically based on the size and scope of the projects in the MD.</p> <p>As noted in the Assistance from Municipal Affairs section above, the MD will be eligible to apply for grants to assist with the funding of projects associated with the dissolution of the town subject to the availability and conditions of the grant.</p>

## 5. INFRASTRUCTURE

### TOWN INFRASTRUCTURE

Grande Cache has a community building (the Grande Cache recreation centre), tourism facilities (the tourism centre and campground office, public washrooms and kitchen building), and municipal operations facilities (recycling centre, public works shop, salt and sand storage, cold storage building, old fire hall, and portable lunchroom trailer at the old water treatment plant).

The town has indicated that reserve money that was the result of selling the MD of Greenview 50 per cent of the recreation centre has funded recent projects in the town including: upgrades and repairs associated with playground equipment, security systems, landfill site, tourism centre, cemetery, public works buildings, and equipment purchases.

The MD of Greenview has purchased equipment for the town (garbage truck) in exchange for town services to the Co-ops and Enterprises in the MD.

Following the recent changes in provincial legislation, all municipalities in Alberta must develop five-year capital plans that include the amount needed to acquire, construct, remove, or improve capital property; and the anticipated sources and amounts of money to pay the associated costs.

Municipalities may fund capital projects with a number of municipal revenues sources including:

- Property taxes;
- Local improvement taxes imposed on those properties that would benefit from the improvement;
- Provincial grants;
- Transfers from other municipalities;

- Utility rates; and
- Debt with annual payments being funded through one of the other listed revenue sources.

### **TOWN OF GRANDE CACHE INFRASTRUCTURE ASSESSMENT**

In 2016, the town received a grant from the Government of Alberta to assess the overall state of its infrastructure and develop a 10-year plan to address emergent and future infrastructure needs. The Grande Cache infrastructure assessment provides a detailed 20-year capital plan.

The completed Town of Grande Cache Infrastructure Assessment, accepted for information by the town council in November 2017, provides information regarding the status of the infrastructure and an awareness of health and safety matters associated with the infrastructure.

Table 8 in the appendix provides a summary of estimated infrastructure repair and replacement costs over a 20 year period based on the Infrastructure Assessment, but also including estimated costs for new projects as provided by the town and MD.

The town estimates that the essential/critical infrastructure and vehicle and equipment fleet will cost \$62.9 million over the next ten years, and another \$35.0 million over the subsequent 10 year period for less critical projects (an average of \$4.9 million/ year over the 20 year period).

#### **Infrastructure Assessment Conclusions and Recommendations**

The following summary of the essential upgrades and repairs associated with town infrastructure includes the engineers' conclusions and recommendations in 2017.

According to the engineer's assessment, the town's infrastructure is in fair to good condition overall. One of the major items in the first five years is \$14,340,400 for the water system, primarily replacement of water mains. Additionally, \$4,740,000 is required for the Grande Cache Recreation Centre and \$6,850,000 for fleet renewals. Other costs include renewals to municipal buildings (\$1,012,600), sanitary sewer (\$2,940,600), roads and sidewalks (\$1,187,600), storm drainage (\$978,000), expanding the solid waste landfill (\$640,000), and parks, campgrounds and cemeteries (\$167,300).

#### **Roads and Sidewalks**

Overall, most assets are in fair to good condition. Some road classes (local and lanes) have around 10 to 15 per cent of assets in poor or very poor condition and will require more extensive maintenance and rehabilitation.

#### **Water System**

The town has indicated that the Water Treatment Plant is nearly complete; however, the raw water line must be upgraded, and the network of underground water lines is in critical need of upgrading.

According to the engineers report, over 90 per cent of the raw water mains and over 40 per cent of the water mains are in poor condition and need improvement. Significant upgrades for fire flow servicing to the industrial area of town are also required.

#### **Sanitary Sewer / Wastewater**

The town indicates that the clarifier is near to be condemned. The estimated cost for this critical upgrade is \$3-4 million.

According to the engineers report, approximately 35 per cent of the sewer network suffers from restricted flow issues and requires flushing and maintenance. Additionally, 10 per cent of the sewer network requires maintenance and repairs due to structural issues of the pipe. The assessment report states that

“no specific area has been deemed to be of major concern, as all issues appear to be point issues and not the outcome of a systemic problem.”

The engineers also recommended replacement of the lagoons and structural components of the wastewater treatment plant in 2032 at a cost of approximately \$3 million.

### **Storm Drainage**

According to the engineers report, approximately 29 per cent of the drainage network suffers from restricted flow issues and requires flushing and maintenance. Additionally, 18 per cent of the network requires maintenance and repairs due to structural issues of the pipe. The 2017 engineer report states that “No specific area has been deemed to be of major concern as most issues appear to be a point issue and not the outcome of a systemic problem.” Around 30 per cent of culverts and 5 to 10 per cent of catch basin leads, catch basins, and manholes are in poor condition and need rehabilitation.

### **Solid Waste**

The engineers recommended expansion of the solid waste landfill as follows:

- 2017 – 2019 Land Acquisition (\$70,000 – \$140,000)
- 2017 – 2022 Phase 1 and 2 Landfill Development (\$300,000 - \$500,000)
- 2024 – 2034 Phase 3 Landfill Development (\$600,000 - \$800,000)

### **Parks, Campgrounds, and Cemeteries**

According to the engineers report, overall, the cemetery and parks are in fair to good condition with few immediate renewal needs. The engineers recommended renewal of various parks components including bleachers, benches, picnic tables, recycling, paths, fences, and play structures over 20 years. Replacement of garbage bins at the cemetery was also recommended. The campground site could potentially require some near term improvements, depending on desired service levels. Campground fire pits, campground lot services, picnic tables, sink taps, play structures would be replaced over a 20 year period.

### **Community, Tourism and Municipal Operations Facilities**

The town has indicated that the roof of the Recreation Centre must be replaced, a fire hall is needed, and the public works shop is in peril.

According to the engineers report, overall, the tourism facilities are in good condition, and the recreation centre and municipal operations buildings are generally in fair condition. The 2017 engineer report states that, “the most pressing work identified is for roofing renewals on several buildings, including the original part of the recreation centre.” Several repairs on structural, shell, mechanical and electrical are required immediately on the recreation centre and municipal operations buildings, including the cold storage building, old fire hall, public works shop, and recycling centre.

### **Vehicles and Equipment Fleet**

The town has indicated that most of the equipment is long out of date and due for replacement including the bucket truck, vehicles, and other equipment.

According to the engineers report, the town has 86 active fleet units owned or leased by the Town, the majority of which are assigned to public works or fire services. Overall, much of the town’s fleet is typically operating near or beyond commonly expected service life cycles. Approximately 55 per cent of the light duty, 70 per cent of heavy duty vehicles, 90 per cent of heavy equipment, and 85 per cent of fire apparatus are either in fair or poor condition. Other classes of equipment, such as attachments, mobile

and fixed equipment are in good to very good condition, with around 20 per cent in poor condition and needing replacement.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The Town of Grande Cache Infrastructure Assessment includes a 20-year project plan.</p> <p>Annually the town council, in its capital budget process, will determine the projects and funding sources for that year.</p> <p>The town has indicated that many projects identified in the capital budget have historically been bumped to the next year due to funding constraints. The capital projects that have been accomplished in the past several years are due to provincial and federal grants and MD contributions. Current funding arrangements would have to be maintained or enhanced.</p> <p>Pursuant to the <i>Municipal Government Act</i>, it will be the responsibility of the town to develop and approve a five-year capital plan that includes projected costs and anticipated funding sources.</p>	<p>If dissolution occurs, the MD of Greenview will receive the Grande Cache Infrastructure Assessment and associated 20-year capital project plan.</p> <p>Projects in Grande Cache would be included in the MD's five-year capital plan for projects throughout the MD.</p> <p>The MD would be eligible to apply for provincial restructuring funding of up to \$3,000,000 for projects in Grande Cache identified in the town's infrastructure assessment.</p> <p>The MD funds its projects through a combination of grants, taxes and reserves.</p>

## 6. SERVICE DELIVERY

<b><u>UTILITY SERVICES – WATER AND WASTEWATER</u></b>	
<p>Acquiring, treating, and supplying water (water distribution system) includes: the source, treatment, transmission, and distribution of the water, along with the maintenance of facilities and water lines.</p> <p>Wastewater collection, treatment, and disposal includes: sanitary sewers, storm water collection, lagoons, treatment plants and equipment, manholes, lift-stations, and the removal and treatment of sludge from lagoons and treatment plants.</p> <p>The town is responsible for the operation and maintenance of the water and wastewater infrastructure.</p>	
Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The responsibility for provision of water and wastewater services and related infrastructure would remain with the town council.</p>	<p>If dissolution occurs, ownership of utility facilities and responsibility for utility services would transfer to the MD of Greenview.</p> <p>In the hamlets and subdivisions, the MD is responsible for the operation and maintenance of the underground utilities (distribution and collection systems), and storm water systems.</p>



**WASTE MANAGEMENT**

Waste management includes collection of garbage and other waste materials, including recycling initiatives.

Curbside collection of garbage and recycling is conducted weekly and as well as public access to the landfill (residential and commercial).

The MD partners with the town for the residential garbage collection program for the Coops and Enterprises. The town does garbage collection at the Coops and Enterprises every second Wednesday of the month.

**Option One – Grande Cache remains a town and implements changes towards viability**

The town council will continue to be responsible for the provision of solid waste services.

The town has indicated that a review of services would be undertaken: frequency of service, and service fees will be examined and adjusted accordingly. The landfill expansion is currently unfunded but required.

**Option Two – Grande Cache dissolves and becomes part of the MD of Greenview**

The MD of Greenview council would be responsible for the provision of solid waste services in Grande Cache.

Greenview has indicated it would continue with the services that are now provided by the Town of Grande Cache for residential and commercial garbage pickup including continuation of the curbside recycling program that coincides with the town garbage collection.

Greenview would also continue with the recycling center set up in the Town of Grande Cache.

There are no expected changes to the landfill hours of operations.

**UTILITY RATES – REVENUES AND EXPENSES**

According to the town utility rates are set in comparison to the rates levied by like-sized municipalities. Revenues do not fully cover associated costs. The balance is subsidized from property taxes.

The town was not charging for commercial waste collection and has recently implemented a fee for service. The frequency of the service will be reviewed in the coming months.

The town last revised the water and wastewater utility rates in the Town of Grande Cache Bylaw No. 820 approved January 25, 2017.

**Water Distribution**

Water \$28.98/ Basic (for first 18 cubic meters)

Each additional cubic meter:

\$1.69 from 19 – 83; \$1.77 from 84 -300, and

\$1.85 for 301 and more



**Wastewater**

\$17.64 (18 cubic meters) each addition cubic meter \$1.00

**Solid Waste Collection and Disposal Services**

Landfill \$6.00

Recycling \$6.00

Waste management \$6.00

Table 9 in the appendix provides a summary of water, wastewater, and solid waste management revenues and expenses.

As shown in Table 9, operating revenues did not fully fund the operational costs of utilities over the five-year period 2013 to 2017. The individual utilities would have been subsidized from general revenues (property taxes):

- Water utility in 2014;
- Wastewater utility in years 2013 and 2014; and
- Solid waste in years 2013 to 2017 inclusive.

Water utility revenues in 2016 and 2017 include capital grant funding received for the water treatment plant.

**Option One – Grande Cache remains a town**

The town council would continue to be responsible for the setting and charging of utility fees to fund both operational and capital costs associated with the utility services.

**Option Two – Grande Cache dissolves and becomes part of the MD of Greenview**

The MD council would be responsible for the setting and charging of utility fees to fund both operational and capital costs associated with the utility services in Grande Cache.

Greenview has indicated that it would maintain the current utility rates in Grande Cache until Greenview has completed a review of utility services, and determine a rate accordingly.

MD of Greenview 2018 monthly hamlet utility rates are as follows:

**Water Distribution**

Residential rate (0 -30m3/month) - \$3.50/ m3  
Residential rate ( over 30 m3/month) - \$4.00/ m3  
Non-residential rate - \$4.00/m3

**Water Point Facilities** (truck fill service):

Potable Residential/Agriculture rate - \$3.50/m3  
Potable Commercial rate - \$3.50/ m3

**Utilities Account Deposit**

Water and sewer \$100.00

**Wastewater Lagoon**

Commercial/Industrial Tipping Rate- \$7.50/m3

**Requested Turn on/ Shut off of Service Curb Stop**

	Regular Hours- \$20.00 Flat Rate After Hour - \$80.00/hr
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**ROADS, SIDEWALKS, PROPERTY MAINTENANCE**

The maintenance of roads includes sidewalks, medians, boulevards, street lighting, street signs, traffic signals, railway crossings, and public parking facilities.

Town bylaws addressing maintenance include Bylaw 809: Street & Sidewalk Repair and Bylaw 793: Community Standards.

<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
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The town council would continue to be responsible to determine provision of services and service levels.

The town has indicated that it would reduce the frequency of snow removal and reduce the beautification budget to accommodate the expenses in essential services.

Paving and road work would be reviewed and prioritized as the budget allows.

With already depleted roads, medians and sidewalks, along with curbs and gutters, the town indicates that it would be difficult to address aesthetics and repair and replacements would be based on critical needs.

The MD maintains service levels in all of its hamlets as established by council. The MD has indicated that this would extend to Grande Cache where it is expected that current service levels would generally remain the same.

The MD provides road maintenance and other services based on a priority listing established by council.

The priority listing is generally established based on asset condition and need.

Should the Town of Grande Cache dissolve, the MD has indicated it will have an operations team dedicated to Grande Cache and area.

**LAND USE PLANNING AND DEVELOPMENT**

Land use planning and development includes services provided by municipal planning offices, development officers, subdivision and development appeal boards, as well as research or studies involving planning and zoning for the municipality, and economic development projects funded wholly or partly by the municipality.

The *Municipal Government Act (MGA)* requires all municipalities to establish a development authority to exercise powers and duties on behalf of the municipality. The development authority is responsible for receiving, processing, and deciding on development permit applications. A development authority may include one or more of: a designated officer, a municipal planning commission, or any other person or organization. Most municipalities assign decision-making and administrative responsibilities to staff.

It is mandatory that Alberta municipalities adopt a land use bylaw and it is recommended that the bylaw be reviewed at least every ten years. A land use bylaw defines the land use districts, the land uses within each district, and the development standards. It provides the details to evaluate applications for development of subdivision.

Planning services are provided by the town through contracted planning services and an in-house development officer. The town’s Land Use Bylaw was revised two years ago.

According to the town, one of the key factors impeding the ability for land expansion for the town is that it is surrounded by Green zone (crown land), making the process of land acquisitions complicated and arduous.

New legislation proclaimed in October 2017 requires all municipalities to adopt a number of long-term plans, including: multi-year operational and capital plans, a Municipal Development Plan, and an Intermunicipal Development Plan in addition to an Intermunicipal Collaboration Framework (ICF) that lists services provided by each municipality, shared intermunicipal services, and services provided by third parties.

The town and MD Intermunicipal Development Plan, approved in July 2002, is posted on the town website. The plan should be reviewed to ensure it meets current legislation requirements and the needs of the two municipalities.

The town and MD are waiting for the outcome of the viability review before addressing and IDP and ICF. Should the viability review result in dissolution of the town, these agreements will not be required.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town council will be responsible to ensure that new legislation in respect to long-term planning is followed within the given timelines.</p> <p>The town has indicated that contracting a planner would have to be examined. Maintaining the legislative requirements would be the focus.</p>	<p>An ICF between the town and MD would not be required as the MD would be providing services in Grande Cache.</p> <p>The town land use bylaw would remain in force until the MD of Greenview amends, repeals or replaces it.</p> <p>Grande Cache would be included in the MD's long-term planning in the same way as the rest of the MD.</p> <p>It is likely that:</p> <ul style="list-style-type: none"> <li>• the MD's Land Use Bylaw will apply to property in Grande Cache replacing the Grande Cache Land Use Bylaw;</li> <li>• Grande Cache property owners would not be required to make changes in order to conform to the bylaw; however, future development would need to conform to the MD bylaw; and</li> <li>• property in Grande Cache would be defined as legal non-conforming if it did not meet the standards and specifications set out in the MD bylaw; or</li> <li>• development of an updated area structure plan for Grande Cache would be expected.</li> </ul>

## 7. Community Well-being

### ECONOMIC VITALITY

Since its establishment, Grande Cache's population has fluctuated. According to Federal census, the population reached highs of 4,423 in 1979, 4,624 in 1982, 4,441 in 1997, and 4,319 in 2012. Population lows were 3,646 in 1987, 3,783 in 2007, and 3,571 in 2017.

In 1966, Grande Cache was established, as the New Town of Grande Cache in accordance with the New Town Act. In 1984 it became the Town of Grande Cache when its status was changed to that of a town.

In the 1950's, geological exploration discovered high-grade metallurgical "coking coal" in the area. In the 1960's, McIntyre-Porcupine started a coalmine, which fostered the construction and establishment of the "New Town of Grande Cache" in response to the resource development. In 1980, a sawmill was constructed by British Columbia Forest Products Ltd., which was sold to Procter and Gamble Cellulose Ltd. in 1990. HR Milner Power Generation was commissioned in 1972, and was acquired by MAXIM in 2005. There has also been a history of significant oil and gas exploration in the area.

Grande Cache Institution originally opened in 1985 as a provincial medium security correctional centre. In 1995, through a lease agreement with the Province of Alberta, the Correctional Service of Canada opened it as a medium-security federal institution.

In 1988, the Alberta Government opened Highway 40 from Grande Cache to Grande Prairie.

According to the town, the coal mine is operational, giving confidence to the community. The town is slow to see the spin offs although businesses are beginning to benefit.

In 2018, the town received \$324,000 in provincial funding from the Coal Communities Transition Fund to assist with the diversification of the economy in Grande Cache by building on the town's tourism and recreation industry.

#### Option One – Grande Cache remains a town

The town council would continue to determine how economic initiatives are undertaken for the town.

Without resources for planning and promoting economic initiatives, the town has indicated it would not be taking an active role in business attraction, economic diversification projects or business development.

#### Option Two – Grande Cache dissolves and becomes part of the MD of Greenview

The MD has indicated it would focus on continuing work on the diversification and growth of the Grande Cache area economy through a Regional Tourism Destination strategy.

The MD will continue in its provision of business and program supports and services that are currently provided.

The MD has a department of specialists who are engaged in promoting regional economic growth through business attraction, retention and tourism and outdoor recreation development. Should Grande Cache dissolve, the M.D of Greenview has indicated it will realign staff resources to ensure these functions are provided to the region on an ongoing basis.

	<p>The MD would work with its industrial partners/clients to encourage oil field services and operation personnel to relocate to the Grande Cache area.</p>
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**COMMUNITY GROUPS, VOLUNTEERISM, AND TOWN SUPPORT**

There are a number of active not-for-profit community groups in Grande Cache, owning and operating their own facilities and providing sport, tourism, community services, and recreational opportunities: including the Métis Hall, Big Horn Seniors Club, curling, hockey, figure skating, day care, Search and Rescue, Nordic Club, hiking and biking groups, and a tourism group.

The town supports these community organizations by renting the facilities, donations, and sponsorship.

<p><b>Option One – Grande Cache remains a town</b></p>	<p><b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b></p>
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The town council would continue to determine how community groups and activities are supported with town resources.

The town has indicated that reductions in grants, donations, and sponsorship could be expected.

The MD of Greenview supports community groups in a variety of ways, ranging from providing operating grants for facilities and programs, to distributing capital funds for upgrades to facilities, and purchases of new equipment.

There are multiple ways that community groups access funds, some groups establish long term agreements with Greenview for annual funding, while others apply for funds through a grant process as required.

Other support community groups receive from Greenview includes, but is not limited to, special achievement and event sponsorships, in-kind technical support and scholarships.

**PARKS AND RECREATION**

Municipalities provide recreation facilities, programs, and activities based on local priorities that often involve partnerships with local volunteer organizations and community groups.

The town operates the Grande Cache Recreation Centre (including the arena, curling rink, aquatic centre, and fitness area), parks and playgrounds, ball diamonds, the municipal campground, the tourism and interpretative centre, and the Grande Cache cemetery.

The MD of Greenview purchased 50 per cent of the town recreation and tourism facilities, and contributes 25 per cent of the operation and capital costs.

According to the town, these agreements come with a few challenges, but overall have been a welcomed assistance.

The town-owned golf course is located on land leased from the province, and is operated by an independent not-for profit group. The town provides funding of approximately \$15,000 per year towards the operation.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The town council will continue to determine how recreation services and facilities are resourced.</p> <p>The town has indicated that non-essential services will be impossible to fund. Community groups, sporting associations and other not-for profits will likely not be able to access funding from the town.</p>	<p>If dissolution occurs, ownership of town facilities would transfer to the MD of Greenview. At the time of dissolution, agreements between the town and community organizations for operation of the facilities would become agreements with the MD.</p> <p>The responsibility for the cemetery, including the records and perpetual fund, would transfer to the MD.</p> <p>The MD has indicated that, if dissolution occurs, there would be no anticipated changes to recreation service levels provided in Grande Cache. However, the MD would conduct a user fee assessment, as well as a review of all operating procedures of recreation programs and facilities in Grande Cache.</p> <p>Current MD grants and services would be available to residents.</p>

**LIBRARY SERVICES**

The Town of Grande Cache is a member of the Yellowhead Regional Library System that provides library services to its member libraries. The MD of Greenview is a member of the Peace Regional Library System, which meets twice a year with DeBolt and Valleyview.

Pursuant to the *Alberta Libraries Act*, the Town of Grande Cache Municipal Library Board is established by bylaw of the town council, has full management and control of the library, and is required annually to prepare a budget to operate and manage the library.

Option One – Grande Cache remains a town	Option Two – Grande Cache dissolves and becomes part of the MD of Greenview
<p>The Town of Grande Cache Library Board would continue to determine how library services are provided in the town.</p> <p>Funding for the Grande Cache library is subsidized through contributions from the MD of Greenview, which the town in turn provides to the Library Board. The town would hope to extend this arrangement with the MD through an ICF.</p>	<p>In accordance with the <i>Alberta Libraries Act</i>, the Grande Cache Municipal Library Board would dissolve and assets would become the property of the MD.</p> <p>Currently, the MD has not established its own library board. However, through its cultural buildings grants agreements, the MD financially supports six different library organizations within the region including the Grande Cache library. In addition to financial support, the MD has board representation on many of the libraries it supports.</p>

	<p>The MD would continue to support the current level of service provided through the Grande Cache library by means of financial contributions and dedicated board representation. This may be accomplished either through an MD library board or an arrangement with the regional library system that could operate the Grande Cache library directly as an outlet of the regional system.</p> <p>According to the MD, it would explore the possibility of switching the Grande Cache Library from the Yellowhead Regional Library System to the Peace Library System.</p>
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**HOUSING FOUNDATION – SENIOR HOUSING**

The Town of Grande Cache and the MD of Greenview are members of the Evergreens Foundation that operates the seniors lodge and low cost rentals within the town.

<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
<p>No change is anticipated.</p> <p>The foundation would continue to requisition the town for funding, and the requisition would continue to be funded through property taxes.</p>	<p>No change is anticipated.</p> <p>The foundation would requisition the MD of Greenview for properties in Grande Cache and the requisition would be funded through property taxes.</p>

**FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)**

Grande Cache participates in the Government of Alberta’s Family and Community Support Services (FCSS) program. The town’s FCSS programs, managed through the community services department, are funded through an 80/20 funding partnership with the province.

The FCSS program is funded by the Town of Grande Cache and the Province.

The MD of Greenview contracts the Town to provide some services to the Co-ops and Enterprises.

<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
<p>The town would continue to participate in the FCSS program.</p>	<p>The MD has indicated that the current level of FCSS programs and services are anticipated to remain the same.</p> <p>However, there may be a potential increase in services depending on community need. One example of an additional service may include home support services provided to residents living in Grande Cache.</p>

## 8. RISK MANAGEMENT

<b><u>RISK</u></b>	
<p>Town of Grande Cache risk management policies, available on the town website include: Council Risk Management, Municipal Emergency Management, Business Continuity, Telecommunications, Municipal Notification of Emergencies, Activation of Municipal EOC, Post-Emergency Event Counselling, Post-Emergency Event Lessons Learned, Training and Exercises.</p> <p>According to the town, many of the policies are in need of revision.</p>	
<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
<p>The town council will continue to be responsible for evaluating and managing its risks.</p>	<p>The MD of Greenview conducted a risk assessment in 2015. Insurance risk review surveys are completed approximately every five years and actions are taken where required to minimize or eliminate risk.</p> <p>A risk analysis of Grande Cache and its facilities would be undertaken within the first year of operation by the MD.</p>
<b><u>EMERGENCY SERVICES, FIRE PREVENTION, AND SUPPRESSION</u></b>	
<p>The Grande Cache Fire Chief acts as the director of the town's emergency management agency. The town's emergency management plans and programs were last revised in 2016.</p> <p>The Grande Cache Fire Department is operated by the town and funded by both the town and MD. The town rents the Fire Hall located in the provincial building. The MD owns 3 of the 8 pieces of fire equipment.</p> <p>The town's emergency management includes coverage of the Co-ops and Enterprises in the MD.</p> <p>The town has mutual aid agreements with MD of Greenview and the Town of Hinton.</p>	
<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
<p>No changes in services or agreements are anticipated.</p>	<p>There are no anticipated changes to emergency services, fire prevention, and suppression service levels.</p> <p>The MD will review management practices, personnel duties and assignments to ensure compatibility with MD standards of service delivery. The MD will also review emergency plans</p>



	and current mutual aid/aid agreements to ensure seamless operations.
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**POLICING AND BYLAW ENFORCEMENT**

Bylaws are enforced by a Community Peace Officer hired by the town. Enforced bylaws include Community Standards, Traffic, Animal Control and Off-Highway Vehicles.

The Grande Cache RCMP detachment serves the town and area.

<b>Option One – Grande Cache remains a town</b>	<b>Option Two – Grande Cache dissolves and becomes part of the MD of Greenview</b>
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<p>The town would continue to be responsible for bylaw enforcement services in the town.</p> <p>The town has indicated that council will give consideration to a part time bylaw officer/peace officer and possibly contract the services, keeping in mind capital replacement of the vehicles and equipment used would be challenging.</p>	<p>Bylaw enforcement would be based upon the MD of Greenview bylaws.</p> <p>There are no anticipated changes to the delivery of policing and bylaw enforcement services.</p> <p>The MD will evaluate the possibility of the addition of an RCMP enhanced position in the Grande Cache area to service both the urban and rural residents.</p> <p>The MD will also review all bylaws pertaining to enforcement to ensure that the needs of both urban and rural ratepayers are met.</p>
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# APPENDIX

**TABLE 1: TOWN OF GRANDE CACHE FINANCIAL POSITION**

Source – Financial Information Return filed with Alberta Municipal Affairs

	2013	2014	2015	2016	2017	5-Year Change
<b>Financial Assets</b>						
Cash and Temporary Investments	\$5,389,824	\$3,705,494	\$9,137,591	\$7,925,836	\$8,065,733	\$2,675,909
Taxes and Grants in Place of Taxes Receivables	\$517,352	\$623,500	\$424,198	\$589,510	\$671,709	\$154,357
Receivable from other governments	\$2,850,070	\$2,022,157	\$1,561,352	\$5,060,258	\$4,140,881	\$1,290,811
Other Receivables	\$848,607	\$920,013	\$750,651	\$829,689	\$478,586	(\$370,021)
Inventories Held for Resale	\$1,385,132	\$1,385,132	\$1,084,329	\$1,044,239	\$762,000	(\$623,132)
Long Term Investments	\$72	\$74	\$76	\$76	\$81	\$9
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0
Other Long Term Assets	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Financial Assets</b>	<b>\$10,991,057</b>	<b>\$8,656,370</b>	<b>\$12,958,197</b>	<b>\$15,449,608</b>	<b>\$14,118,990</b>	<b>\$3,127,933</b>
<b>Liabilities</b>						
Accounts Payable and Accrued Liabilities	\$1,173,726	\$727,921	\$647,089	\$3,342,899	\$3,114,685	\$1,940,959
Deferred Revenue	\$499,005	\$802,394	\$119,948	\$84,623	\$69,612	(\$429,393)
Long Term Debt	\$6,552,941	\$5,817,057	\$4,814,581	\$3,762,555	\$3,020,001	(\$3,532,940)
Other Liabilities	\$1,416,676	\$1,482,063	\$3,154,624	\$3,307,429	\$3,461,810	\$2,045,134
<b>Total Liabilities</b>	<b>\$9,642,348</b>	<b>\$8,829,435</b>	<b>\$8,736,242</b>	<b>\$10,497,506</b>	<b>\$9,666,108</b>	<b>\$23,760</b>
<b>Net Financial Assets</b>	<b>\$1,348,709</b>	<b>(\$173,065)</b>	<b>\$4,221,955</b>	<b>\$4,952,102</b>	<b>\$4,452,882</b>	<b>\$3,104,173</b>
<b>Non-financial Assets</b>						
Tangible Capital Assets	\$45,052,232	\$45,635,187	\$36,372,290	\$43,659,124	\$50,814,648	\$5,762,416
Prepaid Expenses	\$5,685	\$5,924	\$6,528	\$4,632	\$8,214	\$2,529
Other	\$25,214	\$22,367	\$20,706	\$13,653	\$8,571	(\$16,643)
<b>Total Non-financial Assets</b>	<b>\$45,083,131</b>	<b>\$45,663,478</b>	<b>\$36,399,524</b>	<b>\$43,677,409</b>	<b>\$50,831,433</b>	<b>\$5,748,302</b>
<b>Accumulated Surplus</b>	<b>\$46,431,840</b>	<b>\$45,490,413</b>	<b>\$40,621,479</b>	<b>\$48,629,511</b>	<b>\$55,284,315</b>	<b>\$8,852,475</b>

## **TABLE 2: TOWN OF GRANDE CACHE ACCUMULATED SURPLUS**

Source – Financial Information Return filed with Alberta Municipal Affairs

<b>Accumulated Surplus</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5-Year Change</b>
Restricted Surplus	\$7,932,549	\$5,672,283	\$9,063,770	\$8,732,942	\$7,489,668	(\$442,881)
Equity in Tangible Capital Assets (non-cash)	\$38,499,291	\$39,818,130	\$31,557,709	\$39,896,569	\$47,794,647	\$9,295,356
<b>Total Accumulated Surplus</b>	<b>\$46,431,840</b>	<b>\$45,490,413</b>	<b>\$40,621,479</b>	<b>\$48,629,511</b>	<b>\$55,284,315</b>	<b>\$8,852,475</b>

Note: In the town's 2015 financial statements, the 2014 accumulated surplus was restated to reflect MD of Greenview transfers as deposits toward the purchase of half of the expansion to the recreation centre. The above amounts for 2013 and 2014 have not been adjusted to reflect the restatement.

**TABLE 3: TOWN OF GRANDE CACHE FINANCIAL ACTIVITIES BY FUNCTION (REVENUES AND EXPENSES)**

Source – Financial Information Return filed with Alberta Municipal Affairs

Revenues	2013	2014	2015	2016	2017
General	\$11,068,312	\$7,228,931	\$9,083,565	\$9,120,472	\$8,513,337
General Government	\$238,728	\$136,105	\$194,800	\$230,071	\$230,277
Protective Services	\$75,460	\$113,828	\$347,671	\$112,130	\$211,499
Transportation	\$70,777	\$263,765	\$136,582	\$42,580	\$47,547
Environmental Use and Protection	\$1,260,216	\$1,401,647	\$2,669,447	\$8,169,957	\$7,870,596
Public Health and Welfare	\$420,565	\$490,939	\$346,404	\$328,045	\$343,713
Planning and Development	\$186,921	\$158,514	\$197,064	\$143,688	\$187,100
Recreation and Culture	\$1,221,975	\$695,067	\$1,523,266	\$1,225,467	\$1,222,899
Other Utilities	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$14,542,954</b>	<b>\$10,488,796</b>	<b>\$14,498,799</b>	<b>\$19,372,410</b>	<b>\$18,626,968</b>
Expenses	2013	2014	2015	2016	2017
General Government	\$1,295,372	\$1,163,974	\$1,239,307	\$1,340,545	\$1,391,676
Protective Services	\$671,073	\$499,648	\$546,168	\$564,040	\$694,616
Transportation	\$2,433,374	\$2,369,730	\$2,540,585	\$2,600,052	\$2,700,755
Environmental Use and Protection	\$1,519,193	\$2,339,761	\$3,729,536	\$2,216,578	\$2,173,915
Public Health and Welfare	\$513,747	\$623,104	\$483,229	\$448,528	\$509,004
Planning and Development	\$773,787	\$935,013	\$1,285,460	\$708,324	\$1,061,512
Recreation and Culture	\$3,753,091	\$3,498,993	\$3,543,448	\$3,486,311	\$3,440,686
Other Utilities	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$10,959,637</b>	<b>\$11,430,223</b>	<b>\$13,367,733</b>	<b>\$11,364,378</b>	<b>\$11,972,164</b>
<b>Net Revenue/Expenses</b>	<b>\$3,583,317</b>	<b>(\$941,427)</b>	<b>\$1,131,066</b>	<b>\$8,008,032</b>	<b>\$6,654,804</b>

Notes:

2015, 2016, and 2017 revenues include federal and provincial capital grant funding received for completion of the water treatment plant: 2015 - \$494,459; 2016 - \$6,204,946; 2017 - \$5,858,335; total to date - \$12,557,740.

2013 revenues may include a portion of deposits received from the MD of Greenview towards the purchase of half of the expansion to the recreation centre. The deposits were restated in the town's 2015 financial statements as proceeds on the sale of tangible capital assets.

**TABLE 4: TOTAL GRANTS AND TRANSFERS FROM THE MD OF GREENVIEW**

Source – Provided by Town of Grande Cache and MD of Greenview

	2010	2011	2012	2013	2014
<b>Transfers</b>	2,561,726	1,041,163	4,920,350	8,665,000	3,962,560

  

	2015	2016	2017	2018	Total 2010-2018
<b>Transfers</b>	8,732,081	2,988,958	3,135,010	1,255,970	37,262,818

**TABLE 5: TOWN OF GRANDE CACHE PROPERTY TAX**

Source – Town of Grande Cache 2018 property tax bylaw

This table shows the Town of Grande Cache’s 2018 property tax rates. The line “2018 Total Property Tax” shows the amount of tax paid on a property assessed at \$100,000

Town of Grande Cache	Residential/Farmland	Non-residential
2018 Municipal Property Tax Rate	9.0000	19.5000
Alberta School Foundation Fund	2.7639	3.9991
Evergreens Senior Foundation	0.4435	0.4435
<b>Total</b>	<b>12.2074</b>	<b>23.9426</b>
Assessed Property Value	\$100,000	\$100,000
<b>2018 Total Property Tax</b>	<b>\$1,221</b>	<b>\$2,394</b>

Note: The town does not impose a minimum tax

**TABLE 6: MD OF GREENVIEW PROPERTY TAX**

Source – MD of Greenview 2018 property tax bylaw

This table shows the MD of Greenview’s 2018 property tax rates. The line “2018 Total Property Tax” shows the amount of tax paid on a property assessed at \$100,000.

MD of Greenview	Residential/Farmland	Non-residential
2018 Municipal Property Tax Rate	2.7000	7.8280
Alberta School Foundation Fund	2.4275	3.3421
Requisition Allowance	0.0150	0.0150
Seniors Foundation	0.1098	0.1098
<b>Total</b>	<b>5.2523</b>	<b>11.2949</b>
Assessed Value	\$100,000	\$100,000
<b>2018 Total Property Tax</b>	<b>\$525</b>	<b>\$1,129</b>

Note: The MD imposes a minimum tax of \$20

**TABLE 7: TOWN OF GRANDE CACHE GRANT ALLOCATIONS FOR CAPITAL PROJECTS**

Source - Grant allocations as listed on the Municipal Affairs website

Grant Program	2013	2014	2015	2016	2017	2018
MSI Capital	\$798,897	\$1,186,036	\$490,966	\$782,334	\$749,820	643,171
Basic Municipal Transportation Grant	\$259,140	\$259,140	\$259,140	\$259,140	\$259,140	214,260
Federal Gas Tax Fund	\$210,827	\$234,718	\$226,415	\$232,850	\$233,611	196,955
<b>Total</b>	<b>\$1,268,864</b>	<b>\$1,679,894</b>	<b>\$976,521</b>	<b>\$1,274,324</b>	<b>\$1,242,571</b>	<b>1,054,386</b>

**TABLE 8: TOWN OF GRANDE CACHE 20-YEAR CAPITAL PLAN**

Source – Provided by Town of Grande Cache and MD of Greenview

The following table provides an overview of estimated annual costs for capital projects. The estimates are based on the recommended repair and replacement projects listed in the Town of Grande Cache Infrastructure Assessment, plus costs for new projects including a public works shop, campground expansion and upgrades, and community hall.

Priority Horizon (Years)	Years 1-3	Years 4-10	Total for Years 1-10 (Essential / Critical)	Years 11 - 20	Total
Water	10,292,400	4,258,800	14,551,200	816,200	<b>15,367,400</b>
Wastewater	462,900	5,504,900	5,967,800	11,443,900	<b>17,411,700</b>
Roads and Sidewalks	3,277,600	2,475,000	5,752,600	10,181,400	<b>15,934,000</b>
Drainage	374,700	1,141,900	1,516,600	1,281,200	<b>2,797,800</b>
Municipal Buildings	16,321,000	2,348,300	18,669,300	296,200	<b>18,965,500</b>
Parks and Campgrounds	367,300	2,419,400	2,786,700	3,530,100	<b>6,316,800</b>
Other	8,385,000	5,326,500	13,711,500	7,395,000	<b>21,106,500</b>
<b>Total</b>	<b>39,480,900</b>	<b>23,474,800</b>	<b>62,955,700</b>	<b>34,944,000</b>	<b>97,899,700</b>

Note - "Other" includes vehicles, attachments, trailers, heavy equipment, mobile equipment, fixed equipment, cemeteries, and information technology equipment.

**TABLE 9: UTILITY REVENUES AND EXPENSES**

Source – Financial Information Return filed with Alberta Municipal Affairs

Municipal Utility	2013	2014	2015	2016	2017
<b>Water Utility</b>					
Water - Revenues	\$696,095	\$792,420	\$1,386,473	\$7,108,511	\$6,736,804
Water - Expenses	\$648,255	\$1,175,426	\$858,232	\$965,609	\$774,126
<b>Water - Total</b>	<b>\$47,840</b>	<b>(\$383,006)</b>	<b>\$528,241</b>	<b>\$6,142,902</b>	<b>\$5,962,678</b>
<b>Wastewater (Sewer) Utility</b>					
Wastewater - Revenues	\$463,291	\$507,765	\$987,192	\$585,623	\$609,877
Wastewater - Expenses	\$609,183	\$754,133	\$744,435	\$504,453	\$570,053
<b>Wastewater - Total</b>	<b>(\$145,892)</b>	<b>(\$246,368)</b>	<b>\$242,757</b>	<b>\$81,170</b>	<b>\$39,824</b>
<b>Solid Waste (Garbage) Utility</b>					
Waste Management - Revenues	\$100,830	\$101,462	\$295,782	\$475,823	\$523,915
Waste Management - Expenses	\$261,755	\$410,202	\$2,126,869	\$746,516	\$829,736
<b>Solid Waste - Total</b>	<b>(\$160,925)</b>	<b>(\$308,740)</b>	<b>(\$1,831,087)</b>	<b>(\$270,693)</b>	<b>(\$305,821)</b>
<b>Combined</b>					
Revenues	\$1,260,216	\$1,401,647	\$2,669,447	\$8,169,957	\$7,870,596
Expenses	\$1,519,193	\$2,339,761	\$3,729,536	\$2,216,578	\$2,173,915
<b>Total</b>	<b>(\$258,977)</b>	<b>(\$938,114)</b>	<b>(1,060,089)</b>	<b>\$5,953,379</b>	<b>\$5,696,681</b>

Note - 2015, 2016, and 2017 revenues include federal and provincial capital grant funding received for completion of the water treatment plant: 2015 - \$494,459; 2016 - \$6,204,946; 2017 - \$5,858,335; total to date - \$12,557,740.

## NEXT STEPS IN THE TOWN OF GRANDE CACHE VIABILITY REVIEW

### PUBLIC PRESENTATION OF THE VIABILITY REVIEW REPORT

Alberta Municipal Affairs will hold public information sessions on the Town of Grande Cache Viability Review and provide residents, property owners, and community stakeholders an opportunity to ask questions and discuss the viability options with ministry, town and MD officials prior to the vote of town electors.

Three public information sessions, each with the same format, will be held in the Curling Rink at the Grande Cache Recreation Centre, 10450 Hoppe Ave, Grande Cache:

Tuesday, September 18, 2018, from 1:30 p.m. to 3:00 p.m.

Tuesday, September 18, 2018, from 7:00 p.m. to 8:30 p.m. and

Wednesday, September 19, 2018, from 10:00 a.m. to 11:30 a.m.

### VOTE ON THE QUESTION OF DISSOLUTION OF GRANDE CACHE

In accordance with the *Municipal Government Act*, before a municipality is dissolved, the Minister must after completing the viability review hold a vote of the electors of the municipality on the proposed dissolution.

All votes on the question of dissolution will be held in the Métis Nations Centre, 3300 Pine Plaza, Grande Cache.

An advance vote will be held on:

Wednesday, September 19, 2018, from 4:00 p.m. to 8:00 p.m.

The vote will be held on:

Monday, September 24, 2018, from 4:00 p.m. to 8:00 p.m. and

Tuesday, September 25, 2018, from Noon to 8:00 p.m.

All town residents are encouraged to attend one of the open houses, and eligible town electors are encouraged to vote on this important question.

### ADDITIONAL INFORMATION

For further information about the viability review, please contact:

**Municipal Viability Team at Alberta Municipal Affairs**

**By Email:** [viabilityreview@gov.ab.ca](mailto:viabilityreview@gov.ab.ca) or

**Toll-free in Alberta by dialing: 310-0000 then 780-427-2225**