



Town of Granum Municipal Inspection

Conducted on Behalf of the Minister:

The Honorable Shaye Anderson,
Minister of Municipal Affairs

Inspection Conducted By:

Transitional Solutions Inc.

#201, 236 – 91 Street Edmonton, AB T6X 0A9 587-583-4308

www.tsi-inc.ca



May 11th, 2017

The Honorable Shaye Anderson,
Minister of Municipal Affairs
18th floor, Commerce Place
10155-102 Street, Edmonton, AB, T5J 4L4

Re: Town of Granum, Municipal Inspection Report

Dear Minister Anderson:

An inspection has been conducted of the management, administration and operations of the Town of Granum, Alberta as directed by Alberta Ministerial Order No. MSL:090/16 signed on December 12, 2016.

The findings of this municipal inspection are contained in the following report along with recommendations respectfully submitted for consideration.

Thank you for the opportunity to assist with this process. We remain available to respond to any additional questions you may have regarding the inspection findings.

Sincerely,

A handwritten signature in black ink, reading 'Doug Lagore', is written over a light blue circular stamp. The signature is written in a cursive style.

Doug Lagore
Inspector
Senior Associate Consultant
Transitional Solutions Inc.

***Disclaimer:** The content of the following report is prepared for the Ministry of Alberta Municipal Affairs. Transitional Solutions Inc. does not authorize or take any responsibility for third-party use of the contents contained therein. Ownership and control of the report contents rests with Alberta Municipal Affairs.*



Table of Contents

- 1. EXECUTIVE SUMMARY2
- 2. MUNICIPAL PROFILE, INFORMATION & STATISTICS5
- 3. INSPECTION INTERVIEW METHODOLOGY11
- 4. SCOPE OF MUNICIPAL INSPECTION11
- 5. COUNCIL STRUCTURE16
- 6. CONDUCT OF COUNCIL.....17
- 7. PECUNIARY INTEREST19
- 8. IN CAMERA COUNCIL MEETINGS21
- 9. CODE OF CONDUCT21
- 10. CIVIL LIABILITY OF COUNCIL.....22
- 11. LIABILITY ISSUES24
- 12. PUBLIC PARTICIPATION26
- 13. CHIEF ADMINISTRATIVE OFFICER47
- 14. COUNCIL MEETING MINUTES.....51
- 15. REGIONAL COLLABORATION.....56
- 16. COMMITTEES AND COMMITTEE APPOINTMENTS.....57
- 17. BYLAWS.....59
- 18. DEVELOPMENT & LAND USE BYLAW67
- 19. STRATEGIC PLANNING71
- 20. FINANCIAL MATTERS.....71
- 21. INFRASTRUCTURE77
- 22. FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS).....78
- 23. CONCLUSION81
- 24. SUMMARY OF RECOMMENDATIONS82
- 25. APPENDICES87

1. EXECUTIVE SUMMARY

Town Council requested a municipal inspection and the Minister received a sufficient petition from the town electors requesting an inquiry into the affairs of the town, and the Minister of Municipal Affairs directed that the inspection be undertaken. Over the course of the inspection several areas have been identified where changes need to be made that will improve the overall governance and administration of the town.

The purpose of an inspection is to inspect any matter connected with the management, administration and operation of the municipality and identify to the Minister if there are any findings that the municipality is managed in an irregular, improper or improvident manner. After conducting a thorough independent inspection several recommendations will be presented that should assist the Chief Administrative Officer (CAO) and Council in improving the administration and management of the town. The results of the inspection indicate that the town is being managed in an irregular, improper and improvident manner.

All members of Council, staff and former staff, and the residents at large were very cooperative in sharing their thoughts. There is a small group of individuals within the community that collectively work against council and this is only adding to the problems that are facing Granum. The residents need to understand that councillors are elected to govern and manage the community through the establishment of policies and that the CAO's mandate is to implement the policies.

Clearly the Town of Granum is a very divided community, both from the political spectrum and the community itself. There has been an excessive number of by-elections in the past three plus years with the most recent by-election taking place March 27th, 2017.

There has been continual conflict between the former CAO and Council and both parties are to blame. The CAO did not accept, understand or handle criticism well and typically responded with harsh memos to Council or legal action, neither of which is appropriate. Council has continually interfered in the administration of the town, to the point where municipal employees were resigning due to interference.

The current Mayor understands the problems the municipality is facing and is doing her best to turn the situation around; unfortunately, she does not have the support of all of council. Council needs to

embrace that they are a team and need to work together to bring some stability back to the Town of Granum. Once a decision is made, the decision needs to be supported by all of Council.

The recommendations are contained throughout the report and a full summary of the recommendations is contained in the Appendices. The recommendations may be summarized into the following areas:

1. Governance training for Council
2. Professional training for the CAO
3. Comprehensive review of bylaws
4. Improved financial record keeping and reporting
5. Record keeping and minute taking
6. Land use matters
7. Infrastructure
8. Regional collaboration
9. Committee structure

The Council has acted in an irregular, improper and improvident manner on several occasions and this will be addressed in the report.



MUNICIPAL PROFILE AND STATISTICS

2. MUNICIPAL PROFILE, INFORMATION & STATISTICS



Location and History Profile

Created on 3/17/2017 12:48:21PM

Town of Granum

Municipal Code: 0135

Location Description

TWP	RGE	MER	LONGITUDE	
LATITUDE				
10	26	W4	01	01

Rural neighbour: Municipal District of Willow Creek No. 26

INCORPORATION HISTORY

Status:	Town	EFFECTIVE DATE:	November 07, 1910
Authority:	Order in Council 679/10	AUTHORITY DATE:	November 15, 1910
Gazette:	Nov 30, 1910, p.595		
Comments:	Erected as the Town of Granum.		

Status:	Village	EFFECTIVE DATE:	March 31, 1908
Authority:	Order in Council	AUTHORITY DATE:	March 31, 1908
Gazette:	Mar 31, 1908		
Comments:	Name changed to the Village of Granum.		

Status:	Village	EFFECTIVE DATE:	July 12, 1904
Authority:	Order in Council 347/04	AUTHORITY DATE:	July 12, 1904
Gazette:	Jul 30, 1904, p. 3		
Comments:	Established as the Village of Leavings.		

The Municipal Profiles are a compilation of statistical, financial, and other information about municipalities in the Province of Alberta. The information is based on reports submitted and data made available to Alberta Municipal Affairs as of today. The Ministry is not responsible for the accuracy of the information. Users are encouraged to verify the accuracy of the information contained in the Municipal Profiles before relying on.

STATISTICS PROFILE

Membership in regional services commissions

- Oldman River Regional Services Commission
- Willow Creek Regional Waste Management Services Commission

	2016	2015	2014	2013	2012
Population	447	447	447	447	447
Total Full-Time Municipal Positions		4	4	2	2
Total Area of Municipal Hectares		179	179	179	179
Length of all Open Roads Maintained (km)		6	6	6	6
Water Mains Length (km)		24	24	24	24
Wastewater Mains Length (km)		5	5	5	5
Number of Dwelling Units		198	198	198	198

FINANCE AND DEBT LIMIT PROFILE

Assets	<u>2015</u>	<u>2014</u>	<u>2013</u>
Cash and Temporary Investments	\$1,754,966	\$1,806,866	\$2,088,084
Taxes & Grants in Place of Taxes Receivable			
Current	40,963	26,199	38,055
Arrears	1,334	27,004	34,311
Allowance	0	0	0
Receivable From Other Governments	95,378	40,821	15,215
Loans Receivable	0	0	0
Trade and Other Receivables	8,927	13,436	23,152
Debt Charges Recoverable	0	0	0
Inventories Held for Resale			
Land	0	0	0
Other	0	0	0
Long Term Investments	0	0	0
Other Current Assets	0	0	0
Other Long Term Assets	0	0	0
Total Financial Assets	\$1,901,568	\$1,914,326	\$2,198,817
Liabilities			
Temporary Loans Payable	\$0	\$0	\$0
Payable to Other Governments	0	0	0
Accounts Payable & Accrued Liabilities	86,785	152,740	29,714
Deposit Liabilities	2,300	0	0
Deferred Revenue	980,716	0	1,474,836
Long Term Debt	0	0	0
Other Current Liabilities	0	1,021,358	0
Other Long Term Liabilities	0	0	0
Total Liabilities	\$1,069,801	\$1,174,098	\$1,504,550
Net Financial Assets (Net Debt)	\$831,767	\$740,228	\$694,267
Non-Financial Assets			
Tangible Capital Assets	\$5,320,335	\$5,474,078	\$5,503,710
Inventory for Consumption	4,741	7,872	18,757
Prepaid Expenses	737	954	3,212
Total Non-Financial Assets	\$5,325,813	\$5,482,904	\$5,525,679
Accumulated Surplus	\$6,157,580	\$6,223,132	\$6,219,946

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Accumulated Surplus			
Unrestricted Surplus	439,812	349,621	300,119
Restricted Surplus	397,433	399,433	416,117
Equity in Tangible Capital Assets	5,320,335	5,474,078	5,503,710

	<u>2015</u>	<u>2014</u>	<u>2013</u>
Debt Limit Information			
Debt limit	1,105,821	1,006,775	1,127,523
Actual debt	0	0	0
Debt servicing limit	184,304	167,796	187,920
Actual servicing	0	0	0

Education Taxes	81,810	85,775	96,534
------------------------	--------	--------	--------

PROPERTY TAX RATES (EXPRESSED IN MILLS)

	2016	Residential/Farmland	Non-Residential
Municipal Tax Rate		9.8500	13.7670
Education – Alberta School Foundation Fund Tax Rate		2.5200	3.8300
Education Opted Out Tax Rate		0	0
Allowance for Non-Collection of Requisitioned Taxes		0	0
Seniors Lodge Accommodation Tax Rate		0.2920	0.2920

2015	Residential/Farmland	Non-Residential
Municipal Tax Rate	10.7330	13.7670
Education – Alberta School Foundation Fund Tax Rate	2.5210	3.8400
Education Opted Out Tax Rate	0	0
Allowance for Non-Collection of Requisitioned Taxes	0	0
Seniors Lodge Accommodation Tax Rate	0.2920	0.2920

2014	Residential/Farmland	Non-Residential
Municipal Tax Rate	8.6500	11.8209
Education – Alberta School Foundation Fund Tax Rate	2.6500	3.9000
Education Opted Out Tax Rate	0	0
Allowance for Non-Collection of Requisitioned Taxes	0	0
Seniors Lodge Accommodation Tax Rate	0.2993	0.2993

(Alberta Municipal Affairs, 2017)



METHODOLOGY AND SCOPE

3. INSPECTION INTERVIEW METHODOLOGY

In addition to a number of telephone interviews and person to person interviews the inspection process included a series of nearly 79 surveys of residents and zero business surveys conducted to gather *qualitative* data and an evaluative understanding of the recent events and local dynamics. Respondents were asked consistent questions and *quantitative* data was used to assess and summarize information themes presented by a representative sample of the Town of Granum's population.

4. SCOPE OF MUNICIPAL INSPECTION

LEGISLATIVE BASIS FOR MUNICIPAL INSPECTION

The Minister of Alberta Municipal Affairs authorized a municipal inspection in response to a petition received on August 18, 2016 from the electors of the Town of Granum, and a subsequent request of Council asking that an inspection into the management, administration and operation of the Town be conducted.

Ministerial Order No. MSL:090/16 was signed on December 12, 2016 where the Minister of Municipal Affairs appointed an inspector to conduct an inspection of the management, administration and operations of the Town of Granum, pursuant to Sec. 571 of the *Municipal Government Act* (MGA) as quoted below. Upon review of the inspection findings, the Minister may order directives upon a council and CAO pursuant to the MGA S. 574, also quoted below:

Inspection

571(1) The Minister may require any matter connected with the management, administration or operation of any municipality or any assessment prepared under Part 9 to be inspected

(a) on the Minister's initiative, or (b) on the request of the council of the municipality.

(2) The Minister may appoint one or more persons as inspectors for the purpose of carrying out inspections under this section.

(3) An inspector

(a) may require the attendance of any officer of the municipality or of any other person whose presence the inspector considers necessary during the course of the inspection, and

(b) has the same powers, privileges and immunities as a commissioner under the Public Inquiries

Act.

(4) When required to do so by an inspector, the chief administrative officer of the municipality must produce for examination and inspection all books and records of the municipality.

(5) After the completion of the inspection, the inspector must make a report to the Minister and, if the inspection was made at the request of a Council, to the Council

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s571)

Directions and dismissal

574(1) If, because of an inspection under section 571, an inquiry under section 572 or an audit under section 282, the Minister considers that a municipality is managed in an irregular, improper or improvident manner, the Minister may by order direct the council, the chief administrative officer or a designated officer of the municipality to take any action that the Minister considers proper in the circumstances.

(2) If an order of the Minister under this section is not carried out to the satisfaction of the Minister, the Minister may dismiss the council or any member of it or the chief administrative officer.

(3) On the dismissal of the council or of any member of it, the Minister may direct the election of a new council or of a member of council to take the place of any member that has been dismissed.

(4) On the dismissal of the chief administrative officer, the Minister may appoint another officer and specify the remuneration that is payable to the officer by the municipality.

(5) The Minister may appoint an official administrator

(a) on the dismissal of a council, or

(b) on the dismissal of one or more councillors if the remaining councillors do not constitute a quorum.

(6) An official administrator appointed under subsection (5) has all the powers and duties of the council.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s574)

For clarification, the following definitions are provided in reference to the above MGA sections:

Irregular: Not according to established principles, procedures or law; not normal; not following the usual rules about what should be done.

Improper: Deviating from fact, truth, or established usage; unsuitable; not appropriate; not conforming to accepted standards of conduct.

Improvident: Lacking foresight; taking no thought of future needs; spendthrift; not providing for, or saving for the future; not wise or sensible regarding money.

PROVINCIAL MANDATE AND INSPECTION PROCESS

Alberta Municipal Affairs called for proposals from qualified, independent consulting companies to conduct a municipal inspection of the Town of Granum through a competitive bid process. Transitional Solutions Inc. (TSI) was awarded the contract to provide inspection services, including the creation of a report to the Minister with details of the inspection findings for the Town of Granum.

The in-depth municipal inspection process included the following tasks:

1. Conducting stakeholder interviews, including:
 - Elected officials
 - Staff
 - Residents

2. Review and evaluate municipal records and processes, including:
 - Bylaws
 - Policies
 - Council committees
 - Organizational structure
 - Process and procedures used to prepare for council meetings
 - Council's understanding of their role and responsibilities
 - The CAO's understanding of his role and responsibilities
 - Attendance at and evaluation of the conduct of council meetings
 - The process for preparing and approving council meeting minutes
 - A review of recent minutes
 - A review of key planning documents
 - A review of the subdivision and development approval process
 - The financial status of the municipality
 - The process of financial reporting to council
 - The budget process
 - Major proposed or active capital projects

- A comparative analysis of the property assessment and tax rates with similar municipalities
 - Public engagement and communication policies and procedures
3. Prepare a report to the Minister of Municipal Affairs on the inspection findings;
 4. Present the inspection report to the Town of Granum Council at a public meeting.



COUNCIL

5. COUNCIL STRUCTURE

The Town of Granum is governed by a five-member council elected by a vote of the electors of the whole municipality in accordance with the MGA S.147. The Mayor (Chief Elected Official) is appointed by Council from among the Councillors in accordance with the MGA S. 150(1) and serves as the presiding officer (chair) of Council meetings. The Deputy Mayor (Deputy Chief Elected Official) is appointed by the Council in accordance with the MGA S. 152 and serves in the absence of the Mayor.

There have been five (5) by-elections in the Town of Granum since the last municipal election of October 2013. The last by-election was held on March 27th, 2017, and the results were not available at the time this report was written. There has been a constant turnover of elected officials over the past three years and five months. All the current members of Council were elected in a by-election.

1. Barin Beresford - elected October 27th, 2015
2. John Connor - elected March 31st, 2014
3. Zoria Harrision - elected April 11th, 2016
4. Crystal Wilde - elected April 20th, 2015

Crystal Wilde was appointed Mayor and Barin Beresford was appointed as Deputy Mayor at the Organizational Meeting in October 2016. It would appear that Councillor Barin Beresford was appointed as Deputy Mayor at the April 12th, 2016 Council meeting; however, the minutes for this meeting could not be located.

Due to the high turnover on Council and the difficulty in getting candidates to put their names forward for municipal elections in the Town, consideration should be given to reducing the number of elected officials to three.

RECOMMENDATIONS:

1. Consideration be given to passing a bylaw pursuant to sec. 143 of the MGA to reduce the number of elected officials to three (3).

6. CONDUCT OF COUNCIL

153 Councillors have the following duties:

- (a) to consider the welfare and interests of the municipality as a whole and to bring to council's attention anything that would promote the welfare or interests of the municipality;
- (b) to participate generally in developing and evaluating the policies and programs of the municipality;
- (c) to participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council;
- (d) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;
- (e) to keep in confidence matters discussed in private at a council or council committee meeting until discussed at a meeting held in public;
- (f) to perform any other duty or function imposed on councillors by this or any other enactment or by the council.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s153)

A common theme of the interviews with former and current staff, former and current elected officials and the residents of the community, is the lack of separation between the roles of the elected officials and administration. There needs to be a good working relationship between the CAO and the entire council. It is clear from emails on file that some of the former Mayors and the CAO worked collaboratively to conceal some information from other members of council. *This behaviour is improper.*

There is no record on file of any council orientation following the last election. A proper orientation assists with role clarification, the duties of the elected officials, fiduciary responsibilities and an understanding of the MGA, municipal planning, relevant bylaws, and the procedures bylaw for a council meeting just to name a few.

One of the outcomes from a proper council orientation is the team building for council as well as providing the opportunity for the CAO to build a positive relationship with the new council right from the start of the new term.

From a best practice perspective, it may be in the best interests of the CAO and the council to use external subject matter experts to undertake this task.

At the request of Council, Municipal Affairs conducted a Municipal Corporate Review in June 2016 and provided the report to Council. To date, none of the recommendations have been implemented. The intent of this report and its recommendations was to enhance and improve good governance practices and processes. The implementation of this report should have been a priority for the CAO and Council. There may be some duplication in observations and recommendations contained in the Municipal Corporate Review-Phase 1 Governance report and the Municipal Inspection Report.

Also, feedback during the interviews with Council, residents, current staff and former staff, it became very clear that Council does not work as a team. One member of Council continually asks questions of every item on the agenda even though the information is available in the agenda package and this is viewed by residents and the balance of Council as being disruptive to the meeting. This was noted during my attendance at a council meeting as well. Some members of Council have allegedly bullied and harassed staff and other members of Council both publicly and behind their backs within the community. This harassment has even allegedly extended to residents and the RCMP have been involved on more than one occasion. For procedural fairness, the harassment and bullying allegations were discussed with all Councillors, giving them an opportunity to either confirm or deny the allegations. In most cases, while the Councillors may not have wanted to use the terms bullying or harassment, they did in most cases confirm the actions that were alleged.

Some examples are:

1. On May 14th, 2015, there is a letter from Lannan Law for a cease and desist order against a Councillor who has since resigned from Council. There is no record of Council approving the retention or expenditure of municipal funds on this legal matter.
2. On July 11th, 2016 a former CAO filed for a restraining order against a Councillor, and then seven (7) days later the application was withdrawn.

Council's principal role in municipal organization

201(1) A council is responsible for

(a) developing and evaluating the policies and programs of the municipality;

(b) making sure that the powers, duties and functions of the municipality are appropriately carried out;

(c) carrying out the powers, duties and functions expressly given to it under this or any other enactment.

(2) *A council must not exercise a power or function or perform a duty that is by this or another enactment or bylaw specifically assigned to the chief administrative officer or a designated officer.*

Council as a whole and the elected officials individually have handled matters in an irregular and improper manner.

RECOMMENDATIONS:

2. Council refrain from performing administrative functions in accordance with provisions of sec. 201(2) of the MGA.
3. Council retain external subject matter experts to undertake the council orientation immediately following the 2017 municipal elections.
4. Council undertake a self-assessment of their performance as an effective team and individually on a quarterly basis.
5. An action list be prepared and maintained on a regular basis for all direction from Council. This should be included on the agenda for all Council meetings so that Council is aware of the progress of the particular action items.
6. All direction to the CAO at a Council meeting be done by formal resolution.
7. Council engage a facilitator to provide training on governance and role separation.

7. PECUNIARY INTEREST

Disclosure of pecuniary interest

172(1) *When a councillor has a pecuniary interest in a matter before the council, a council committee or any other body to which the councillor is appointed as a representative of the council, the councillor must, if present,*

- (a) disclose the general nature of the pecuniary interest prior to any discussion of the matter,*
- (b) abstain from voting on any question relating to the matter,*

(c) subject to subsection (3), abstain from any discussion of the matter, and

(d) subject to subsections (2) and (3), leave the room in which the meeting is being held until discussion and voting on the matter are concluded.

(2) *If the matter with respect to which the councillor has a pecuniary interest is the payment of an account for which funds have previously been committed, it is not necessary for the councillor to leave the room.*

(3) *If the matter with respect to which the councillor has a pecuniary interest is a question on which, under this Act or another enactment, the councillor as a taxpayer, an elector or an owner has a right to be heard by the council,*

(a) it is not necessary for the councillor to leave the room, and

(b) the councillor may exercise a right to be heard in the same manner as a person who is not a councillor.

(4) *If a councillor is temporarily absent from a meeting when a matter in which the councillor has a pecuniary interest arises, the councillor must immediately on returning to the meeting, or as soon as the councillor becomes aware that the matter has been considered, disclose the general nature of the councillor's interest in the matter.*

(5) *The abstention of a councillor under subsection (1) and the disclosure of a councillor's interest under subsection (1) or (4) must be recorded in the minutes of the meeting.*

(6) *If a councillor has disclosed a pecuniary interest at a council committee meeting and council considers a report of the committee in respect of which the councillor disclosed a pecuniary interest, the councillor must disclose the pecuniary interest at the council meeting and subsection (1) applies to the councillor.*

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s172)

In the review of minutes of meetings and all relevant material, the only matter that would raise a concern is the matter of former Councillor Shirley Murphy being on Council at the same time she was the FCSS Director (an employee of the Town of Granum). This was eventually dealt with by the CAO. Also, while Shirley Murphy left the Council for the discussion of her fulfilling both roles where she may have a pecuniary interest due to her earning income from both roles, it does appear from the minutes that she was present for the discussion.

If this was not the case, the minutes should have been amended to properly reflect her absence for the vote.

RECOMMENDATIONS:

8. Councillors must declare the nature of their pecuniary interest and leave the room prior to any discussion on the matter.

8. IN CAMERA COUNCIL MEETINGS

Council meetings are open to the public unless there is a matter that falls within the scope of Sec. 197 of the MGA or Division 2 Part 1 of the FOIP Act.

Public presence at meetings

197(1) Councils and council committees must conduct their meetings in public unless subsection (2) or (2.1) applies.

(2) Councils and council committees may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act. (2.1) A municipal planning commission, subdivision authority, development authority or subdivision and development appeal board established under Part 17 may deliberate and make its decisions in meetings closed to the public.

(3) When a meeting is closed to the public, no resolution or bylaw may be passed at the meeting, except a resolution to revert to a meeting held in public.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 ss197,738;1995 c24 s23)

Throughout the inspection and interviews there were complaints that topics, such as the passing of bylaws and decisions on some matters were being addressed at an in-camera session, however there is nothing that substantiates these complaints. There are excessive in-camera discussions at Council meetings, however there is nothing to suggest that there are any problems with the use of in-camera meetings.

RECOMMENDATIONS:

9. All deliberations that involve personnel matters set out in Sec. 197(2) and (2.1) are always discussed in-camera.

9. CODE OF CONDUCT

Through the interviews with Council, residents, current staff and former staff, it became very clear that Council does not work as a team. Council has a history of interfering in administrative matters and some employees have terminated their employment with the Town of Granum because of the alleged harassment and interference as noted through examples provided in Section 6 of this report

In observation of the Council meeting of February 14th, 2017 the meeting was well managed by Mayor Wilde. It is clear that Mayor Wilde is attempting to bring some order to the conduct of Council meetings. One member of Council tends to push forward in the agenda too quickly and at times is pushing the Mayor to move the agenda forward.

The Town of Granum has a Code of Conduct. The Code of Conduct should contain an acknowledgement that should be signed by each member of Council at the time of swearing in and taking the Oath of Office. The Code should be reviewed annually by Council.

Council as a whole and the elected officials individually have handled matters in an irregular and improper manner on a number of occasions.

RECOMMENDATIONS:

10. The Code of Conduct should be signed by each elected official and retained with the Oath of Office.
11. The Code of Conduct be reviewed annually.

10. CIVIL LIABILITY OF COUNCIL

On September 1st, 2015 Deputy Mayor Connor approved the completion of the probationary period and confirmed fulltime employment status for the CAO Karineisha Gordon, as well as approving a pay increase without any formal resolution of Council.

Pursuant to sec. 249(1)(a) of the MGA the elected official is “liable to the municipality for the expenditure or amount spent”.

Civil liability of councillors

249(1) *A councillor who*

(a) makes an expenditure that is not authorized under section 248,

(b) votes to spend money that has been obtained under a borrowing on something that is not within the purpose for which the money was borrowed, or

(c) votes to spend money that has been obtained under a grant on something that is not within the purpose for which the grant was given

is liable to the municipality for the expenditure or amount spent.

(2) A councillor is not liable under subsection (1)(b) if spending the money is allowed under section 253(2).

(3) If more than one councillor is liable to the municipality under this section in respect of a particular expenditure or vote, the councillors are jointly and severally liable to the municipality for the expenditure or amount spent.

(4) The liability may be enforced by action by

(a) the municipality,

(b) an elector or taxpayer of the municipality, or

(c) a person who holds a security under a borrowing made by the municipality.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s249)

Deputy Mayor Connor advised that he thought this was in order as there were funds in the budget for a salary increase.

Deputy Mayor Conner handled this in an irregular, improvident and improper manner.

RECOMMENDATIONS:

12. Council retain legal counsel to investigate the approval of the full-time status of Karineisha Gordon and the increase in remuneration as approved by D/Mayor Connor, without any resolution of Council, and determine if there is a breach of sec. 249(1)(a) of the MGA.

11. LIABILITY ISSUES

There are currently three (3) complaints registered with the Human Rights Commission regarding the Town of Granum and/or the former CAO. We did not feel that it was appropriate to review these files as the files are currently under investigation and very little information is available at the Town Office. These files are currently being handled by legal counsel.

The Town of Granum may have a liability in relation to a large excavation undertaken by a developer operating under the name of Pioneer Estates, aka Rocky Mountain Refineries. This excavation is on land owned by the MD of Willow Creek but was part of the proposed development within the Town of Granum. There are ongoing legal issues with this development which are being addressed by the Town lawyers. There is additional information on this development under Section 18 Development & Land Use Bylaw.

At the August 25th, 2015 Council Meeting, there is a resolution authorizing the compensation of an individual for invoices submitted for flooding. This should have been handled by the insurers for the Town of Granum
Council handled this in an irregular, improvident and improper manner.

RECOMMENDATIONS:

13. Council not authorize any compensation to residents without filing an insurance claim through the Town's insurer.



PUBLIC PARTICIPATION

12. PUBLIC PARTICIPATION

Currently there is no website or any type of social media for the Town of Granum. While there was a former Facebook page for the Town, it has since been disabled. There is no local newspaper either. On a few occasions the Mayor has sent out a newsletter to the residents. The CAO needs to ensure that the Town of Granum is in compliance with Sec. 606 of the MGA.

Requirements for advertising

606(1) *The requirements of this section apply when this or another enactment requires a bylaw, resolution, meeting, public hearing or something else to be advertised by a municipality, unless this or another enactment specifies otherwise.*

(2) *Notice of the bylaw, resolution, meeting, public hearing or other thing must be*

(a) published at least once a week for 2 consecutive weeks in at least one newspaper or other publication circulating in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held, or

(b) mailed or delivered to every residence in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held.

(3) *A notice of a proposed bylaw must be advertised under subsection (2) before second reading.*

(4) *A notice of a proposed resolution must be advertised under subsection (2) before it is voted on by council.*

(5) *A notice of a meeting, public hearing or other thing must be advertised under subsection (2) at least 5 days before the meeting, public hearing or thing occurs.*

(6) *A notice must contain*

(a) a statement of the general purpose of the proposed bylaw, resolution, meeting, public hearing or other thing,

(b) the address where a copy of the proposed bylaw, resolution or other thing, and any document relating to it or to the meeting or public hearing may be inspected,

(c) in the case of a bylaw or resolution, an outline of the procedure to be followed by anyone wishing to file a petition in respect of it, and

(d) in the case of a meeting or public hearing, the date, time and place where it will be held.

(7) A certificate of a designated officer certifying that something has been advertised in accordance with this section is proof, in the absence of evidence to the contrary, of the matters set out in the certificate.

(8) The certificate is admissible in evidence without proof of the appointment or signature of the person who signed the certificate.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s606)

Many of the residents that responded to the survey mentioned the lack of information coming from the Town. The respondents were very vocal about the need for a website even though there is no legislated authority to provide one.

There is a group of residents closely associated with the Seniors Drop-In Centre and the Municipal Planning Commission that conduct themselves as the official opposition to Council.

The Town may not be in compliance with Section 606 of the MGA (above) on the requirement for advertising.

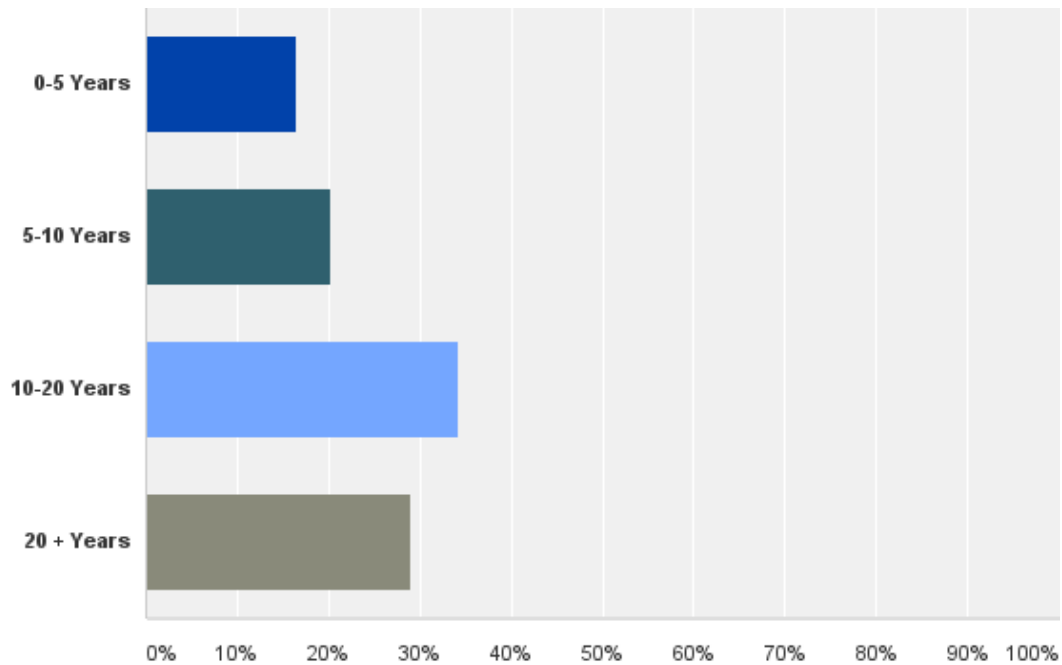
RECOMMENDATIONS:

- 14. A website for the Town of Granum be developed immediately.
- 15. A public feedback section be included on the website for the public to be able to report maintenance issues.
- 16. Ensure the Town is complying with Section 606 of the MGA on the requirement for advertising.

Town of Granum Resident Survey Questions and Results

Answered: 79 (Respondents)

Q1: How long have you lived in the Town of Granum?



Q2: In your opinion, what is the biggest challenge facing the Town Council?

Response Text
To work together & commit for the full term - too many bi-elections.
Too much closed minded thinking
Get along with each other - do town business instead of personal agendas
Ability to work together - do things important to our town
Councillors resigning
Get more money to pay high wages
Communications and bullying
Lack the will and skill to govern, not following the AGM - in-fighting
Working together
No more bullying
Viability
Lack of professional and effective administration.
The ability to act like adults
getting people to invest in Granum - crime.
Get business into the town
Make a decision and stick to it. Everything gets tabled or postponed
Previous CAO and fixing her mistakes and deceptions
Too much fighting - everyone on council has their own agenda to look after

Getting along
Cooperative council
Telling the truth - working together
Should not be a town - too small to have talent and skill to run itself - council attracts the wrong people
Governance
Recognizing that they are totally dysfunctional.
The ability to work on town business instead of things that don't concern them.
Bring in new business - upgrading town infrastructure
Bringing community spirit back. Bridge the gap between council and community
Too many hidden agendas - they manipulate and lie.
Nothing to do in winter - roads are like skating rinks -
No opportunities for children (recreation)
Lack of commitment by council members who keep resigning - too many personal agendas - not enough working together
Their lack of understanding of their roll
Small minds - personal agendas -
A cohesive team that works together for the towns bigger picture
Town corruption
Town infrastructure, attracting businesses and residents, use tax dollars effectively

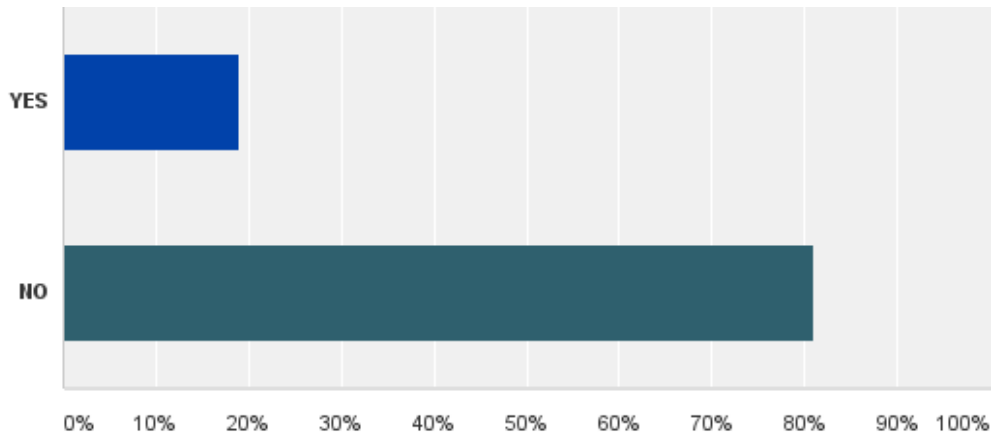
Its actions that have made Granum vulnerable to litigation.
To be able to work together as one for the betterment of our town.
Inability to get along
Harmony
Don't get along
They are a bunch of idiots - can't get along
Unification of the town - running the town business impartially and in the towns best interests
Cooperating for the betterment of the town
Cooperation
Cleaning up the mess of former council
Getting along
Getting along
They can't get along
Can't say - don't attend meetings
Attracting new residents and businesses that generate jobs
Retaining council members
Working together
Working together for the town - not their own issues
getting along with each other

Communication, honesty, working for the community
Work together honestly
Taxes
Residents who are quick to judge but don't want to commit to helping the community.
Being honest and truthful with residents and working in the best interest of the town.
Cooperation of individual council members - they put their personal wants over best interest of the town
Lower taxes - get along
Attitude towards the people
In house fighting
Getting quality council members
Support from the residents of Granum
Past history, too many people giving their opinion but not getting involved to find a solution
Behave selfishly - fail to portray professional image - lack experience and education
They don't get along.
To try to agree and get along with each other and everyone else in town. They need to realize that they are there to better the town and not for there for their own personal gain.
Cohesiveness - inability to get along.
Be able to focus on Town business / issues
Harmony

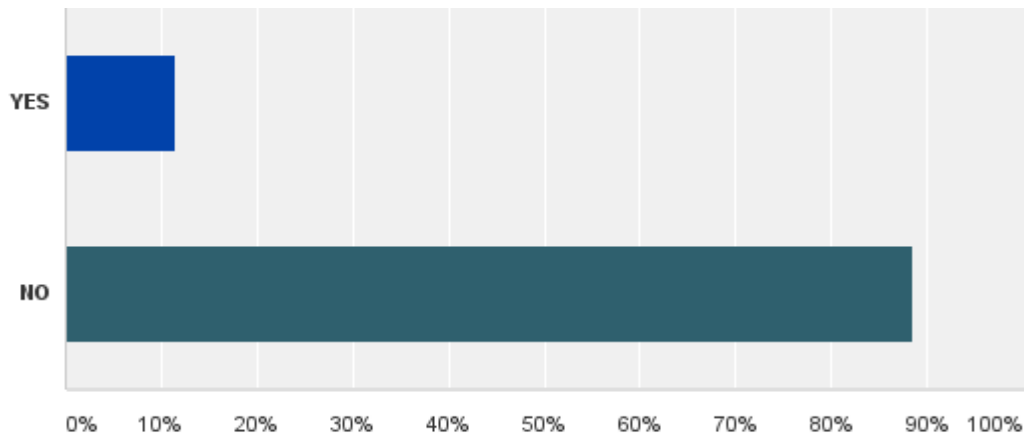
To be able to work together as "one" council. For the betterment of our town. To understand and follow the rules of the MGA. To realize that as a council they do not have or need to have control of everything and every group / organization in Granum.

cleaning up the mess of formal council

Q3: In your opinion has Mayor and Council done a good job of managing and leading the Town of Granum?



Q4: In your opinion, does Granum Council work collaboratively as a group?



Q5: How could the Town improve communications with the residents?

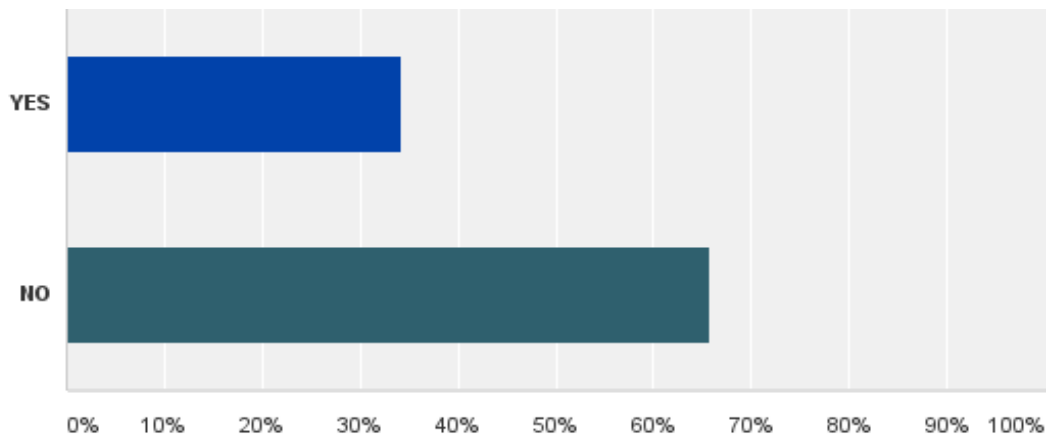
More info in our town newspaper
By issuing minutes of last council meeting, as well as a letter from council and updating news about our town in Granum monthly Granum newsletters.
Some council members do not acknowledge community members.
Be open - not so many special meetings that are not open to the general public.
Get website back up
Being honest and forthright - website updated daily
Stop having secret meetings - share info with residents
Any communication would be an improvement
Post minutes - council agenda on website
Don't see how
Website and Facebook page
Being truthful
Send out letters, emails, or newspapers
Get out and talk to the people
A new facebook site or website
Website

Town council should have their own newsletter
Emails - hand outs with water statements, posters at Canada Post
Telling the truth, not dismissing their legal relationships to residents
Be more respectful in the notices they send out. Stop threatening town members - council minutes should be published within days of the meeting
Open forum
Not possible under present toxic conditions
Get rid of all personal agendas.
Town web page up and running.
Open council meetings where people can talk and not be shut out by the mayor or CEO
be a solid group
To not lie in the town newspaper
Postings - door to door - letters
Regular "all town" meetings, more updates via social media, and operational website
Talking and listening - they only seem to be good at talking.
Clear independent management
a reliable website updated regularly - regular town meetings -
The latest council has been the most transparent ever.
Town should make regular announcements about highlights from meetings, changes in bylaw and changes in policies

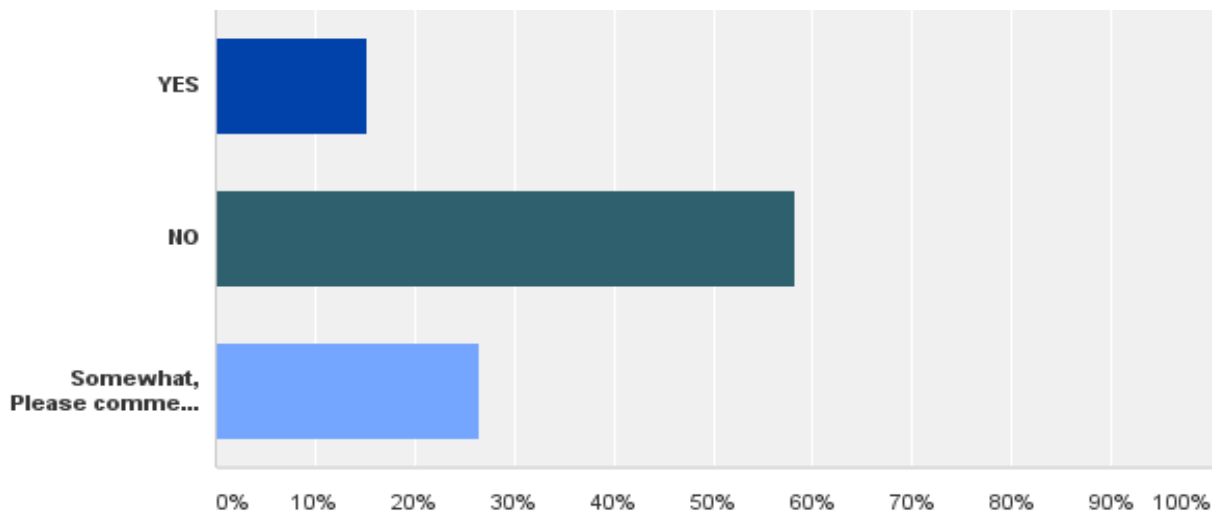
Provide updates regularly via newsletter enclosed w/ water bills. Meet with local organization when council is considering decisions that will affect them. Seek meaningful public input
Transparency.
Learn to communicate.
Monthly newsletter, meeting / vote on large \$\$ items
IF you are one day late on your water bill they send you a nasty letter
Be more transparent
flyers - not everyone has the internet
Newsletters - more of them
Post info in town newsletter, or post office window, or with town water bill.
Send out info as to whats going on ie. improvements
No problems
Communicate and quit being secretive
Be given a grant for new town hall.
Website kept up to date at all times. Regular articles in Claresholm and Ft Mcleod newspapers
Website working
Update policies with regard to communication.
Have a community hall for all citizens to meet - or at least let the citizens know what is going on in town
Communication - no fighting with each other
Keep website updated - open door policy

Tell is what is going on
Listen to them
they do a good job - website, newsletter and post - not facebook
Being transparent with them, as they promised at election time.
Post all meeting info with town office
Update website - Provide welcome letter to new residents detailing amenities
Be honest and open with residents
Town newsletter - town meetings with list of planned objectives & get feedback from residents
No communication bc there is so much going on behind closed council doors
Need a website
N/A
Allow public to stay for the whole council meeting. No secrets. Have a website or bi-weekly newsletter.
When bringing in new bylaws let the citizens know that our newsletter or a newsletter of their own. Not everyone has internet.
They have to learn how to communicate on a rational level between themselves before they start a dialogue with residents
They have too many in-camera meetings for things that don't apply to be in-camera.
Monthly news letter. Meeting / Vote on large \$\$\$ items.
Transparency!! There are so many things that residents are not allowed to know, on residents have a very tough time trying to get information when they specifically ask for it.
Send out more into what is going on. I.e: Improvements

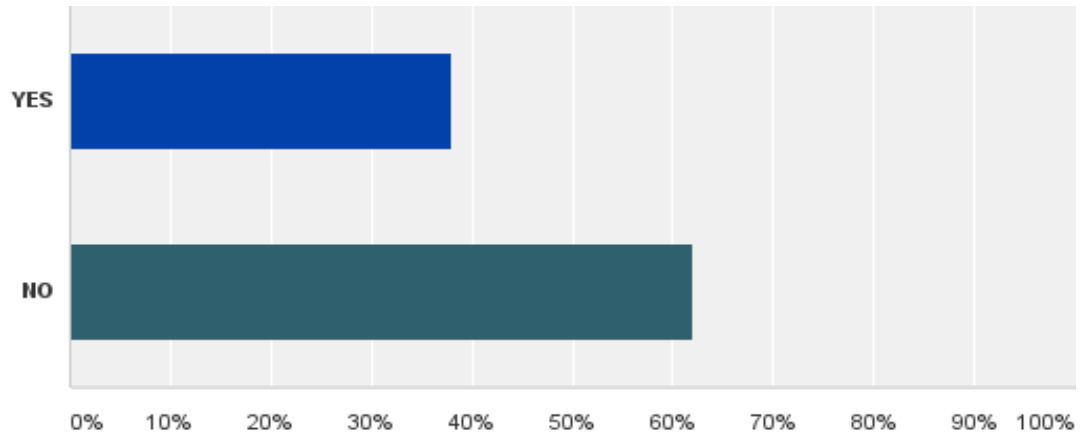
Q6: Does the Town of Granum have a good working relationship with the MD of Willow Creek No. 26 and the Town of Claresholm?



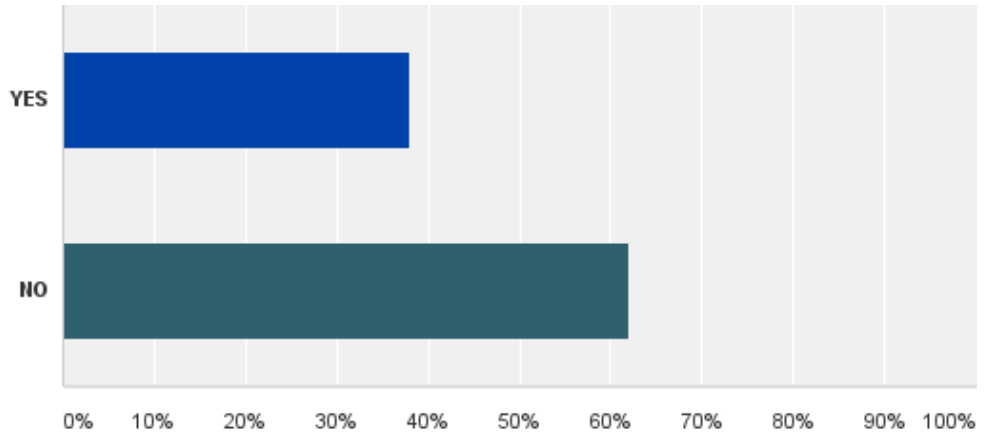
Q7: As a resident of the Town of Granum are you aware of any harassment of Town staff?



Q8: Do you feel that you get good value for your tax dollars?



Q9: Are you satisfied with the service that the Town provides?



Q10: In your opinion, are there any improvements that the Town could make?

Response Text
Bring in new business
Repair sidewalk - reopen the rec centre, and maybe put back he ice rink - for kids and families
Do town business instead of personal agendas .
Streets, sidewalks, water - use tax dollars for things that are important
Learn to work together

I know hamlets bigger than Granum and have more services
Plan Plan Plan! Stop reacting and deal with infrastructure issue
The past two councillors did it right - 2007-2010/2010-2013
Many - roads, water supply, public buildings
NA
We are not viable- no infrastructure
Storm water drainage, water distribution, system repairs
Putting money into streets and sidewalks
Lower taxes, fix roads, neighborhood watch program
NA
Have RCMP present and bylaw officers. Need more for families and children to do.
Child programs
NA
Need town hall and community kitchen again, have a functioning rec centre, more RCMP patrol - let the MD of Willowcreek take over governing of town.
Lower taxes
paving 2 Ave, Minto Street, widening of 8 Ave, paving west end of Dufferin Street
Streets, sidewalks, sewer lines, late water penalties - not enough time to pay my bill
Granum will only succeed when Granum ceases to be a town and is administered by a bigger town.
Yes - dissolve.

Dissolution immediate
Council should not be concerning themselves with different groups in town and causing problems.
New street lighting in some areas. Better drainage in streets w/ ditches
They need to work together - fire Mayor John Conner
Roads, sidewalks, sewer, drainage, - unity is the biggest internal improvement.
Skating rinks for kids at least - spray park - grocery store
Fix all roads and sidewalks, clearing roads in winter
Clean up main street - those with nice get tax breaks - new town hall - someone in charge of rec centre - more communication with citizens - hire knowledgeable CAO and pay them so they will stay and do a good job.
Change council - get qualified CAO.
Put the town under the management of MD 26.
There are people here who are trying to tear Granum apart instead of working towards the betterment of all
Better town hall, FCSS and Drop-in need to be made comfortable for everyone.
Improve infrastructure - decrease property taxes - attract more business
Implement the 22 recommendations outlined in the Alberta Municipal Affairs report.
Streets, sidewalks, water and sewer. Work together.
Do something for the kids.
Bylaw simplification and enforcement
Have them a course in getting along.
Yes

Relationship between all towns people and council
Quit arguing
Roads, sidewalks, infrastructure, coordination
Have successful events such as the Canada day car show. Accountability to town councillors that don't fulfill the term.
Try to bring in new business
Don't know
They do what they can
Make better use of our tax dollars
Close the revolving door. Hire local people who know the town. Quit allowing council to destroy the town
Train town employees to synchronize water meters
Repair roads, sidewalks. Enforce bylaws related to individual property maintenance
Sidewalks
Update bylaws - provide clear understanding of how they work.
Better communication with residents -
water, sewer, drainage
town officers who compromise with each other and volunteer groups and each other
Don't waste time fighting with each other.
Quit wasting tax money
All of the above plus bring business to the town instead of turning them away.

Imposing regulations on who can run for council. Currently anyone can run and usually council is staffed with people that have no qualifications to govern.
Road repairs, drainage on main street, seasonal junk,
Lower taxes - join Willow Creek No 26, put in community gardens, plant more trees, improve golf course
Yes many
NA
After 40 years in Granum think only option is a hamlet
Encourage revitalization of railway ave - street repair - encourage new industry to come to Granum to increase tax base
Not have town status anymore - money keeps disappearing - spring clean up is a joke - no notice of doing major road repairs
Act professional - educated and experiences people do not run for council as they know its not a healthy environment
Have them take a course in getting along.
I think that Granum should be a village under the MD of Willow Creek No.26. It is hard to tell someone it is a town, when there is no restaurant or coffee shop, no lodging , etc. There is nothing to attract visitors except the campground. Too many people here are not open to new residents or new ideas to better the town.
Find Councillors and mayor that are actually for the residents and not their own gain & glory.
Do something for the Kids!!!
To be more open, have a "q & a" time slot. No more secret meetings.
Bylaw simplification and enforcement. Town clean-up properties and if necessary apply costs to the offenders.

In things you could see - water & sewer, streets, sidewalks.

re: Council - work together as a group of 4 right now. 5 after the election that is being held.

Trying to bring in new business

COMMON THEMES FROM RESIDENT SURVEY:

1. Dysfunctional and divisive Council
2. Town seems to be an ongoing gong show
3. One Council member is very disruptive and many questions
4. Too many personal agendas
5. Too many Special Council Meetings
6. Too much discussed at In-Camera Meetings
7. Lack of transparency
8. Infrastructure is falling apart with no maintenance
9. Grant money needs to be spent on infrastructure
10. Total disregard for Land Use Bylaw
11. Lack of website and lack of public information available to residents
12. Better and more frequent communication with residents
13. No recreational opportunities for children
14. Lack of public input into budget
15. Poor working relationship with MD of Willow Creek and Town of Claresholm
16. Pursue dissolution and become part of MD of Willow Creek No. 26
17. No town business has been conducted over past several months
18. Lack of snow removal
19. Council needs to stay out of the administrative work and not interfere with staff
20. Too many by-elections that are costing the town money
21. Groups and some residents are trying to control the town and actively work against Council
22. Property taxes are too high
23. Lack of development permits being issued
24. Pioneer Estates (aka Rocky Mountain Refineries) was poorly handled

[Town of Granum Business Survey Questions and Results](#)

***** No response from the businesses in the Town of Granum*****

Please refer to appendix for questions.



ADMINISTRATION

13. CHIEF ADMINISTRATIVE OFFICER

Council must establish by bylaw, a position of Chief Administrative Officer (CAO) pursuant to sec. 205(1) of the MGA and Council must provide the CAO with an annual written performance evaluation pursuant to sec. 205.1 of the MGA.

Performance evaluation

205.1 A council must provide the chief administrative officer with an annual written performance evaluation of the results the chief administrative officer has achieved with respect to fulfilling the chief administrative officer's responsibilities under section 207.

Establishment of chief administrative officer

205(1) Every council must establish by bylaw a position of chief administrative officer.

(2) Every council must appoint one or more persons to carry out the powers, duties and functions of the position of chief administrative officer.

(3) If more than one person is appointed, the council must by bylaw determine how the powers, duties and functions of the position of chief administrative officer are to be carried out.

(4) Council may give the position of chief administrative officer any title the council considers appropriate.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s205)

The Town of Granum has established the CAO position under the Designated Officer Bylaw, Bylaw No. 2001-02. Karineisha Gordon was appointed CAO by resolution at the October 14th, 2014 Council Meeting. The employment contract was also approved by resolution at the October 14th, 2014 Council Meeting.

Karineisha Gordon was terminated by Council at the September 27th, 2016 Council Meeting.

Ms. Gordon's relationship with Council was strained from the outset.

Separate from the working relationship, it was found through the inspection that the salaries portion of the 2015 Budget was changed after Council approval to allegedly benefit the CAO. This matter is now in the hands of legal counsel.

Under sec. 205.1, a council must provide the CAO with an annual written evaluation. There is no record of any evaluation being provided to the CAO.

At the Special Council Meeting of October 7th, 2016 there is a resolution appointing Sandy Chrapko, LGA, CLGM as Interim CAO which authorizes her to carry out all the duties of CAO as described in the MGA and the municipal bylaws.

The Town could consider the contracting of administrative services to another municipality (i.e. Town of Claresholm or the MD of Willow Creek).

Some of the elected officials keep municipal records, emails and information pertaining to the Town of Granum on their personal computers. Thus, their personal computers are subject to access for information requests under the Freedom of Information and Protection of Privacy (FOIP) Act. This practice should discontinue. Both the CAO and council have a responsibility to ensure the safekeeping of municipal records as per Section 208(1)(d).

Performance of major administrative duties

208(1) The chief administrative officer must ensure that

- (a) all minutes of council meetings are recorded in the English language, without note or comment;*
- (b) the names of the councillors present at council meetings are recorded;*
- (c) the minutes of each council meeting are given to council for adoption at a subsequent council meeting;*
- (d) the bylaws and minutes of council meetings and all other records and documents of the municipality are kept safe;*
- (e) the Minister is sent a list of the councillors and any other information the Minister requires within 5 days after the term of the councillors begins;*
- (f) the corporate seal, if any, is kept in the custody of the chief administrative officer;*
- (g) the revenues of the municipality are collected and controlled and receipts are issued in the manner directed by council;*
- (h) all money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury branch or trust corporation designated by council;*
- (i) the accounts for authorized expenditures referred to in section 248 are paid;*
- (j) accurate records and accounts are kept of the financial affairs of the municipality, including the things on which a municipality's debt limit is based and the things included in the definition of debt for that municipality;*
- (k) the actual revenues and expenditures of the municipality compared with the estimates in the operating or capital budget approved by council are reported to council as often as council directs;*
- (l) money invested by the municipality is invested in accordance with section 250;*
- (m) assessments, assessment rolls and tax rolls for the purposes of Parts 9 and 10 are prepared;*
- (n) public auctions held to recover taxes are carried out in accordance with Part 10;*
- (o) the council is advised in writing of its legislative responsibilities under this Act.*

(2) Subsection (1)(a) to (d) and (o) apply to the chief administrative officer in respect of council committees that are carrying out powers, duties or functions delegated to them by the council.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM- s208;1998 c24 s10)

Currently there is no bylaw that addresses the retention of records. The retention of records is critical for the purposes of the FOIP Act.

Throughout the inspection it was difficult to locate records. Much of the material was just sitting on the floor in the CAO's offices, in various piles or in the hands of individual Councillors. The former CAO admitted that she still has town files in her possession.

Performance appraisal of the CAO was handled in an irregular and improper manner as Council has not undertaken to perform this written appraisal.

RECOMMENDATIONS:

17. Council clearly define their goals and expectations for the CAO on an annual basis.
18. Council provide an annual written evaluation of the CAO in accordance with the MGA, and further that the evaluation take into consideration the achievement of established performance targets.
19. Sufficient funding be made available for professional development for the CAO and staff.
20. Council engage legal counsel to draft an employment agreement for the CAO.
21. Council and the CAO collectively review the recommendations contained within the Municipal Corporate Review Phase 1 – Governance Report dated June 2016 and proceed with the implementation of the recommendations.
22. Council enact a records retention bylaw that adequately addresses the needs of Granum.
23. The CAO dedicate the necessary time to properly file all records that are currently in the Town Office.



COUNCIL MEETING MINUTES

14. COUNCIL MEETING MINUTES

Minutes of Council Meetings must be recorded and stored pursuant to sec. 208(1)(a) – (d). The minutes are the official record of Council decisions. Council is only able to act or provide direction to the CAO either by resolution or bylaw. See Section 13 of this report for MGA sec. 208(1).

Minutes of most Council meetings have errors. The errors are varied but significant, ranging from tabled resolutions being dropped, lack and inconsistent numbering of resolutions, no record of the votes on resolutions and resolutions lacking clarity as to the direction of Council. *This lack of attention on the part of the CAO and Council is irregular.* There are possible legal implications to the Town due to this careless record keeping, especially if administration takes the wrong action because of lack of clarity.

The agenda package for the February 14th, 2017 Council meeting, attended by the Inspector, was well prepared and contained the proper information for Council to be able to make an informed decision.

After reviewing the minutes of the council meetings for the period of October 2013 to February 2017, the following observations were made:

1. Unable to locate the minutes for the February 12th, 2015 Council meeting and the April 12th, 2016 Council meeting.
2. Numerous spelling errors throughout the minutes.
3. There are several tabled resolutions that just drop off the table even though some are tabled to a specific meeting date.
4. Some Council minutes are not dated correctly (i.e. October 22nd, 2014).
5. Resolutions are not being numbered, and then in a subsequent meeting there will be a reference to a resolution from a previous meeting by resolution number even though the resolution was not numbered. When the resolutions are being numbered, they are not numbered correctly.
6. There are several resolutions where there is no recorded outcome of the vote (one example is the August 9th, 2016 Council Meeting with two resolutions without any record of the vote).
7. There is a resolution at the November 25th, 2014 Council Meeting that “a funding of \$300 can be offered”. There is no further detail as to whom the offer should be made or what the offer is for, however there is a reference to a local resident in the header of the discussion.
8. At the December 12th, 2014 Council Meeting, there is a resolution stating that the “five-year plan” will consist of several projects, however there is no “five-year plan” on record at the Town Office.

9. At the December 22nd, 2015 Council Meeting, there is a resolution that approved a lease to the Granum & District Recreational Centre. Later at the same Council Meeting there was a resolution to rescind this resolution referring to the resolution quoting #04-12-15, however the original resolution does not have a number.
10. Minutes of Council Meetings have been changed without proper resolutions to authorize the change.
11. At the December 8th, 2015 Council Meeting, there is a resolution to appoint a number of individuals by first name only to the Granum Recreation Board. This could be interpreted to refer to anyone with the same first name.
12. At the October 27th, 2015 Council Meeting, there is a resolution that states "Council approves Bylaw No. 2010-03 stands as is". This resolution is redundant unless there is a desire to change the bylaw.
13. At the July 14th, 2015 Council Meeting, there is a resolution to advise the FCSS Board that Councillor Shirley Murphy cannot remain as both a Councillor and the FCSS Director for the Town of Granum. While Councillor Shirley Murphy left the meeting, it would appear from the record of the meeting that she was present for the vote. Councillor Murphy left the meeting "with reservations," however there is no record in the minutes of the nature of the possible conflict or pecuniary interest.
14. At the August 9th, 2016 Council Meeting Mayor Connor moved a resolution regarding the Canada Day Volunteer Group meeting. The Municipal Inspector was told that this is not a committee under Town jurisdiction or authority so there should not be a resolution pertaining to this committee.
15. At the April 28th, 2015 Council Meeting, there are two resolutions that direct Mayor Brown to undertake administrative matters. It should be noted there are no movers recorded for these two resolutions. Also, this direction could be in contravention of sec. 201(2) of the MGA.
16. At the March 22nd, 2016 Council Meeting when the minutes for the March 8th, 2016 were presented for adoption, it appears that the minutes were amended to add "Councillor Beresford rescinded his (vote) resolution". It would appear that Councillor Beresford is attempting to change the vote on a previous resolution but it is unclear whether this was an error in recording the minutes or an attempt to change the vote after the fact.
17. The minutes do not always indicate the location of the meeting.

There are some serious shortcomings when it comes to the recording of the minutes of the council meetings and this could lead to serious ramifications. There are two (2) resolutions at the April 28th, 2015 Council Meeting that do not have any record of any mover, and these are the same two (2) resolutions that direct former Mayor Brown to undertake administrative work that would be contrary to sec. 201(2) of the MGA.

The following resolution was passed at the July 28th, 2015 Council Meeting:

Moved by Mayor Brown that Council proceeds with giving Lambourne Environmental instructions to go forward for the lagoon desludging work.

Carried

This resolution should have been worded to include the amount of the contract as well as the execution of the contract.

It is clear from the review of the council minutes that there is a need for some external subject matter experts to provide training for the CAO and council on the conduct of a council meeting, the proper procedures for a meeting, as well the record of the decisions of Council and the minutes of the meeting.

Special council meetings

194(1) The chief elected official

(a) may call a special council meeting whenever the official considers it appropriate to do so, and

(b) must call a special council meeting if the official receives a written request for the meeting, stating its purpose, from a majority of the councillors.

(2) *A special council meeting called under subsection (1)(b) must be held within 14 days after the date that the chief elected official receives the request or any shorter period provided for by bylaw.*

(3) *The chief elected official calls a special council meeting by giving at least 24 hours' notice in writing to each councillor and the public stating the purpose of the meeting and the date, time and place at which it is to be held.*

(4) *A special council meeting may be held with less than 24 hours' notice to all councillors and without notice to the public if at least 2/3 of the whole council agrees to this in writing before the beginning of the meeting.*

(5) No matter other than that stated in the notice calling the special council meeting may be transacted at the meeting unless the whole council is present at the meeting and the council agrees to deal with the matter in question.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s194)

The notice for special council meetings are not always properly posted, nor does the notice contain sufficient detail as to the topics on the agenda. The notice of special council meetings should be retained with the minutes of the meeting as not all notices of special council meetings could be found.

Council minutes are being handled in an irregular and improper manner.

RECOMMENDATIONS:

24. The CAO draft a policy on the preparation of the Council agenda package and that Council formally approve the policy. At a minimum, the policy must provide direction on what should be included in the agenda package, process and timeframe for the approval of the agenda package with the Mayor, timelines for the distribution of the agenda package, and what constitutes a complete Request for Decision memorandum.
25. The minutes of all Council meetings provide an accurate record as per sec. 208(1)(a) to (d) of the MGA without error.
26. Resolutions are to be worded more carefully and accurately to reflect the direction/decision of Council and refer to the specific section of the MGA when appropriate.
27. All resolutions are to be worded in the positive.
28. CAO and council pay closer attention to the accuracy of the minutes of all meetings.
29. Procedures Bylaw be updated and that the bylaw incorporates the use of Robert's Rules of Order for proper parliamentary procedures.
30. The CAO and Council review the necessity for special council meetings.
31. The notices for special council meetings must be properly posted and contain sufficient detail on the items that Council will be debating. There should be no other items on the agenda other than those that were included in the original notice of the meeting.



REGIONAL COLLABORATION AND COMMITTEES

15. REGIONAL COLLABORATION

The relationship between the Town of Granum and the MD of Willow Creek is strained to say the least. There is no communication between the two parties, although the MD of Willow Creek recently invited the town representatives to a meeting but the town declined to attend. Significant work is required to bring the two parties back to the table.

The Town of Granum does obtain treated water from the Town of Claresholm.

To the credit of the MD of Willow Creek, they have continued to provide funding to several initiatives such as:

1. Funding of Fire Department within the Town of Granum.
2. FCSS funding provided through the Granum Drop-In Centre.
3. Granum Library.
4. Recreation funds were being provided until the town disbanded the Granum & District Recreation Board.
5. The MD of Willow Creek also has a small discretionary fund to assist with small projects.

The Town of Granum passed Bylaw No. 2012-02 known as the “Granum Fire Service Bylaw” on October 9th, 2012. This bylaw is well drafted and comprehensive; however, the Fire Department is under the control and management of the MD of Willow Creek. The Fire Chief is appointed by the MD of Willow Creek and the Town is requested to appoint the Fire Chief as well, however there is no record of this appointment. All the costs of the Fire Department are covered by the Municipal District. The equipment in the Fire Hall is owned by the Municipal District and the Town owns the Fire Hall.

The Town of Granum has provided a small honorarium to the firefighters on an annual basis for the past few years.

Based on this scenario, Bylaw No. 2012-02 should be reviewed in its entirety with the MD of Willow Creek and amended accordingly to provide clarity on the actual operations of the Fire Department.

This unique arrangement is an excellent example of regional collaboration and should be embraced by the Council and residents. This arrangement has a significant positive financial impact for the Town of Granum. From a best practices perspective, this unique arrangement should be recognized through a mutual aid agreement

RECOMMENDATIONS:

32. The Town of Granum engage a facilitator to assist in building a relationship with the MD of Willow Creek in preparation for the required inter-municipal collaboration framework under the new MGA.
33. The Fire Chief be formally appointed by the Town of Granum by motion of Council.
34. A mutual aid agreement between the Town of Granum and the MD of Willow Creek for the fire department should be drafted and approved by Council.

16. COMMITTEES AND COMMITTEE APPOINTMENTS

All committees should be established by bylaw pursuant to Section 145 of the MGA, complete with the appropriate terms of reference.

Bylaws - council and council committees

145 A council may pass bylaws in relation to the following:

- (a) the establishment and functions of council committees and other bodies;*
- (b) the procedure and conduct of council, council committees and other bodies established by the council, the conduct of councillors and the conduct of members of council committees and other bodies established by the council.*

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s145)

The Town of Granum participates in a multitude of regional and local committees. As there is considerable cost (per diem, travel and expenses) to the municipality for elected officials to attend these meetings, Council should review the mandate of the various committees and determine their involvement in each of the committees.

The list of committees is as follows:

1. Claresholm Water Rate Study
2. Canada Day Committee
3. Granum Drop-In Board
4. Granum FCSS Board
5. Granum Fire Department
6. Granum Golf Course
7. Granum Historical Board
8. Granum Library Board
9. Grandview Park Board

10. Granum & District Recreation Board
11. Granum School Council
12. Alberta Southwest Regional Initiative
13. Alberta Summer Games Commission
14. Chinook Arch Regional Library
15. Claresholm & District Transportation Society
16. Oldman River Regional Services Commission
17. Physician Retention Committee
18. Willow Creek Foundation
19. Willow Creek Landfill Commission

The following are a list of committees directly related to the Town of Granum. While it may appear that some are administrative in nature, it is unclear as to the purpose of this committee as there were no terms of reference available, however it should be noted that these committee should not be directing administration:

1. Administration
2. By-law Enforcement Appeal Board
3. Development, Recreation & Beautification
4. Five Year Planning Committee
5. General Government & Fiscal Services
6. Protection Services
7. Public Works
8. Risk Management
9. Storm Water Management Plan
10. Welfare Services
11. Municipal Planning Commission

The inspector was unable to determine if there is a Subdivision Development Appeal Board or an Assessment Review Board in place due to the lack of records.

While members of Council normally report on their attendance and participation in the various committees, there are no records on file of the mandate, Terms of Reference, meeting agenda packages or minutes of meetings for the majority of the above committees. After reviewing council minutes, it is difficult to determine if there is any real merit in the participation in the numerous committees. There does not appear to be any real

benefit to the town from a governance perspective. There is a record of the meetings of the Municipal Planning Commission on file.

Council has not passed a bylaw pursuant to Section 145 of the MGA to establish the foregoing committees.

Committee minutes and relevant material such as agenda packages and attachments are being handled in an irregular and improper manner.

RECOMMENDATIONS:

35. All committee agendas, minutes and relevant material be provided to the Town for retention.
36. Any outcomes from committees that require a specific resolution of approval from Council be included in the agenda package, complete with an appropriate Request for Decision (RFD).
37. Council undertake a complete review of all committees to analyze the relevancy of membership in the committee to the Town of Granum.
38. The CAO undertake a comprehensive review of the town committee structure and present Council with a recommendation, complete with a bylaw pursuant to Section 145 of the MGA.
39. The CAO ensure all committees have terms of reference.

17. BYLAWS

Council may pass bylaws for municipal purposes as detailed in sec. 7 of the MGA on a broad spectrum of matters.

General jurisdiction to pass bylaws

7 A council may pass bylaws for municipal purposes respecting the following matters:

- (a) the safety, health and welfare of people and the protection of people and property;*
- (b) people, activities and things in, on or near a public place or place that is open to the public;*
- (c) nuisances, including unsightly property;*
- (d) transport and transportation systems;*
- (e) businesses, business activities and persons engaged in business;*
- (f) services provided by or on behalf of the municipality;*

- (g) *public utilities;*
- (h) *wild and domestic animals and activities in relation to them;*
- (i) *the enforcement of bylaws made under this or any other enactment, including any or all of the following:*
 - (i) *the creation of offences;*
 - (ii) *for each offence, imposing a fine not exceeding \$10 000 or imprisonment for not more than one year, or both;*
 - (iii) *providing for the imposition of a penalty for an offence that is in addition to a fine or imprisonment so long as the penalty relates to a fee, cost, rate, toll or charge that is associated with the conduct that gives rise to the offence;*
 - (iv) *providing that a specified penalty prescribed under section 44 of the Provincial Offences Procedure Act is reduced by a specified amount if the penalty is paid within a specified time;*
 - (v) *providing for imprisonment for not more than one year for non-payment of a fine or penalty;*
 - (vi) *providing that a person who contravenes a bylaw may pay an amount established by bylaw and if the amount is paid, the person will not be prosecuted for the contravention;*
 - (vii) *providing for inspections to determine if bylaws are being complied with;*
 - (viii) *remedying contraventions of bylaws.*

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s7)

This inspection included the review of many of the bylaws currently in place. When three readings of a bylaw were required at the same council meeting, the legislative process as per sec. 187(1) to (5) was not properly followed.

Bylaw readings

187(1) *Every proposed bylaw must have 3 distinct and separate readings.*

(2) *Each councillor present at the meeting at which first reading is to take place must be given or have had the opportunity to review the full text of the proposed bylaw before the bylaw receives first reading.*

(3) *Each councillor present at the meeting at which third reading is to take place must, before the proposed bylaw receives third reading, be given or have had the opportunity to review the full text of the proposed bylaw and of any amendments that were passed after first reading.*

(4) A proposed bylaw must not have more than 2 readings at a council meeting unless the councillors present unanimously agree to consider third reading.

(5) Only the title or identifying number has to be read at each reading of the bylaw.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s187)

For example, the 2015 Tax Levy Bylaw was presented for three readings at the May 12th, 2015 Council Meeting. There was no separate and distinct resolution to “present the bylaw for third reading” prior to the actual third reading of the bylaw and there is no record of unanimous consent for the presentation of third reading. To further confuse the passing of this bylaw, there is no record of the vote for second reading. There are other instances where three readings have taken place at the same meeting without the legislative process being followed.

The Utility Bylaw, Bylaw No. 2010-03 was given third reading at the Council Meeting of February 22nd, 2010 and then Schedule C of the Bylaw which provides for the tariff of fees for water and sewer rates was amended by Bylaw 2010-06 on May 25th, 2010. All three readings for Bylaw No 2010-06 occurred at the May 25th, 2010 Council Meeting but the legislative process was not followed for the presentation for third reading prior to the actual third reading of the bylaw pursuant to sec. 187(4). Further to this there does not appear to be any changes made to the tariff for fees for water and sewer rates since May 25th, 2010. This needs to be reviewed to ensure that the town is charging the appropriate rate for these services to move to full cost recovery.

The Procedure Bylaw, Bylaw No. 2011-05 was given third reading on January 23rd, 2012. Section 11.(b) has an error in that the Bylaw states “the agenda and all supporting materials not later than 4:30 PM two (3) days before the meeting.” and then the two was stroked out without any amendment to the Bylaw. Now, the question is, will the agenda package be distributed two (2) or three (3) days prior to the meeting. This needs to be corrected.

The Designated Officer Bylaw, Bylaw No 2001-02 was given third reading on May 14th, 2001 and under this Bylaw, Council “will by resolution appoint individuals to the Designated Officer positions”, including the Assessor. Bylaw No. 2007-03, a bylaw to appoint the Assessor as a Designated Officer was given third reading on September 10th, 2007. This Bylaw empowers the Chief Administrative Officer to appoint a person to the position of Assessor. This is a direct conflict with Bylaw No. 2001-02 and needs to be corrected.

Any amendment to the Land Use Bylaw must be undertaken pursuant to Section 191 (1) and Section 692 (1) of the MGA.

Amendment and repeal

191(1) *The power to pass a bylaw under this or any other enactment includes a power to amend or repeal the bylaw.*

(2) *The amendment or repeal must be made in the same way as the original bylaw and is subject to the same consents or conditions or advertising requirements that apply to the passing of the original bylaw, unless this or any other enactment provides otherwise.*

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s191)

Planning bylaws

692(1) *Before giving second reading to*

- (a) a proposed bylaw to adopt an intermunicipal development plan,*
- (b) a proposed bylaw to adopt a municipal development plan,*
- (c) a proposed bylaw to adopt an area structure plan,*
- (d) a proposed bylaw to adopt an area redevelopment plan,*
- (e) a proposed land use bylaw, or*
- (f) a proposed bylaw amending a statutory plan or land use bylaw referred to in clauses (a) to (e),*

a council must hold a public hearing with respect to the proposed bylaw in accordance with section 230 after giving notice of it in accordance with section 606.

(2) *Despite subsection (1), if a proposed development relates to more than one proposed bylaw referred to in subsection (1), the council may hold a single public hearing.*

(3) *Despite subsection (1), in the case of a public hearing for a proposed bylaw adopting or amending an intermunicipal development plan,*

- (a) councils may hold a joint public hearing to which section 184 does not apply, and*
- (b) municipalities may act jointly to satisfy the advertising requirements of section 606.*

(4) *In the case of an amendment to a land use bylaw to change the district designation of a parcel of land, the municipality must, in addition to the requirements of subsection (1),*

- (a) include in the notice described in section 606(2)*
- (i) the municipal address, if any, and the legal address of the parcel of land, and*

- (ii) a map showing the location of the parcel of land,*
- (b) give written notice containing the information described in clause (a) and in section 606(6) to the assessed owner of that parcel of land at the name and address shown on the assessment roll of the municipality, and*
- (c) give a written notice containing the information described in clause (a) and in section 606(6) to each owner of adjacent land at the name and address shown for each owner on the assessment roll of the municipality.*
- (5)** *If the land referred to in subsection (4)(c) is in another municipality, the written notice must be given to that municipality and to each owner of adjacent land at the name and address shown for each owner on the tax roll of that municipality.*
- (6)** *Despite subsection (1), a bylaw referred to in subsection (1) may be amended without giving notice or holding a public hearing if the amendment corrects clerical, technical, grammatical or typographical errors and does not materially affect the bylaw in principle or substance.*
- (6.1)** *Subsection (1)(f) does not apply in respect of a proposed bylaw amending a statutory plan or land use bylaw to specify the purposes of a community services reserve.*
- (7)** *In this section,*
- (a) “adjacent land” means land that is contiguous to the parcel of land that is being redesignated and includes*
- (i) land that would be contiguous if not for a highway, road, river or stream, and*
- (ii) any other land identified in the land use bylaw as adjacent land for the purpose of notifications under this section;*
- (b) “owner” means the person shown as the owner of land on the assessment roll prepared under Part 9.*
- (8)** *If an ALSA regional plan requires a council to pass a bylaw referred to in this section, the council must*
- (a) consider whether, in view of the requirement in the ALSA regional plan, consultation is necessary, desirable or beneficial, and*
- (b) decide whether or not to proceed with consultation.*

(9) If a council decides under subsection (8) that consultation is neither necessary nor desirable or would not be beneficial, subsections (1) to (7) do not apply to the council in respect of the bylaw concerned.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26 s692;2008 c37 s9;2009 cA-26.8 s83)

At the April 26th, 2016 Council meeting, there was a resolution to “allow Shipping Containers as Discretionary Land Uses located in the following zoning areas,” however as shown above in Section 191 and Section 692 of the MGA specific to the land use bylaw requiring public hearings the Land Use Bylaw cannot be amended by resolution. At the June 28th, 2016 Council meeting, there were three resolutions dealing with the use of “Shipping Containers/Sea Can” in different land use districts, two prohibiting the use of shipping containers/sea cans and one resolution permitting the use as discretionary. At the June 28th, 2016 Council meeting, there was a resolution that rules the resolution of April 26th, 2016 “out of order and not to be recorded in the minutes.” It is impossible to rule resolutions that have been duly carried by a majority vote of Council as being out of order two months later. The entire issue of shipping containers/sea cans is confusing to say the least but it is clear that there is an attempt to amend the Land Use Bylaw by resolutions, thereby allowing the use of these containers in some land use districts and prohibiting the use of the containers in other land use districts. There are a number of these containers currently in use in the Town of Granum and this is not well accepted by many residents as the use is contrary to the Land Use Bylaw.

There are serious implications to the municipalities in having bylaws that require enforcement when enforcement is not available within the Town.

RECOMMENDATIONS:

40. The CAO undertake a complete review of all bylaws in an effort to correct any deficiencies, ensuring compliance with current provincial legislation and identify all conflicting bylaws that need to be repealed.
41. The CAO pay particular attention to the drafting of bylaws and consult with legal counsel where necessary.
42. The minutes must accurately reflect the proper reading for three readings of a bylaw.
43. The Procedures Bylaw should be reviewed and amended to correct the timeframe for the distribution of the agenda packages.
44. The Designated Officer Bylaws should be reviewed and amended to remove the discrepancy between the two bylaws, and updated to reflect the current designated officers.
45. The Utility Bylaw should be reviewed and updated to reflect the current cost of water and sewer as the rates have not been adjusted since 2010.
46. The Town negotiate a contract with a neighbouring municipality for the provision of bylaw enforcement services.



DEVELOPMENT AND LAND USE BYLAW

18. DEVELOPMENT & LAND USE BYLAW

Council on several occasions has attempted to make changes, amendment, or variances to the Land Use Bylaw by resolution. Council needs to undertake a review of the Land Use Bylaw and go through the proper public consultation. The residents are frustrated that the public is not given adequate input into land use matters and the community as a whole is now very split as a result of the inability to provide feedback to Council on development matters. Also, it appears that the Land Use Bylaw has been amended without Council's approval or any amending bylaw. The Town should engage the Oldman River Regional Services Commission to undertake the review of the bylaw in detail, comparing the copy of the bylaw used by town administration to the copy used by the Oldman River Regional Services Commission's office.

Two recent examples where there has been no opportunity for public input. One is the shipping container/sea can issue and the other issue is the Pioneer Estates (aka Rocky Mountain Refinery). The shipping container/sea can issue has been addressed under the Bylaw Section of this report.

The Pioneer Estates development was for a proposed recycled oil facility within the boundaries of the Town of Granum. There is reference to this matter in the Liability Issues Section of this report. This file is now in the hands of legal counsel. It would appear that Council and administration did not undertake their due diligence on this project and that the project proceeded without any permits in place. There is a record of a deposit being paid to the Town, however we have not been able to confirm if the deposit is still in place or whether the money went into general revenues.

More attention must be given to the drafting of bylaws as they are currently being prepared in an improper manner in some instances.

The Land Use Bylaw was passed on April 8th, 2010 and there have been amendments made since that time. All amendments have not been completed properly. There is no Municipal Development Plan for the Town of Granum, although one is not currently required under the MGA in Section 632 (1)

Municipal development plan

632(1) *A council of a municipality with a population of 3500 or more must by bylaw adopt a municipal development plan.*

(2) *A council of a municipality with a population of less than 3500 may adopt a municipal development plan.*

(MUNICIPAL GOVERNMENT ACT, RSA 2000 cM-26 s632;RSA 2000 c21(Supp) s4; 2008 c37 s11)

The Municipal Planning Commission (MPC) needs training on their role, responsibilities and mandate as they are currently interpreting their mandate beyond their jurisdiction. The last two meetings of the Municipal Planning Commission have been totally ineffective and it is obvious that there is a lack of understanding of the role of the MPC. It is alleged and confirmed that the last two meetings of the MPC ended in turmoil. The Town has utilized the Oldman River Regional Services Commission in the past for land matters and as such their knowledge of the municipality and planning matters makes them an ideal group to provide future land use planning and training for the Town's MPC.

Municipal planning commission

626(1) *A council may by bylaw establish a municipal planning commission and may by bylaw authorize the municipality to enter into an agreement with one or more municipalities to establish an intermunicipal planning commission.*

(2) *An intermunicipal planning commission is deemed to be a municipal planning commission for the purposes of this Part.*

(3) *If an intermunicipal planning commission or a municipal planning commission is established, the bylaw or agreement establishing it must*

(a) provide for the applicable matters described in section 145(b),

(b) prescribe the functions and duties of the commission, including but not limited to subdivision and development powers and duties, and

(c) in the case of an intermunicipal planning commission, provide for its dissolution.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s95)

RECOMMENDATIONS:

47. The Town should retain the Oldman River Regional Services Commission to undertake a comprehensive review of the Land Use Bylaw, including a comparison to their copy of the bylaw and update as appropriate.
48. The Town should contract the Oldman River Regional Services Commission to fulfill the duties of the Development Officer for the Town.
49. The Town should contract the Oldman Regional Services Commission to provide training for the Municipal Planning Commission on their role and mandate.



STRATEGY AND FINANCES

19. STRATEGIC PLANNING

There is no Strategic Plan/vision for the Town of Granum and there are no long-term capital plans. One of the priorities for any council is to develop a vision for the community and a strategic plan on how to achieve that vision. From a strategic planning and a long-term planning point of view, Council has been improvident.

RECOMMENDATIONS:

50. The Council should immediately develop a Strategic Plan.
51. The Strategic Plan should be reviewed on an annual basis.

20. FINANCIAL MATTERS

A financially sustainable government is important. In the short term, a government must manage its financial obligations and deliver services. In the long term, it must be able to balance affordability and service delivery while dealing with unforeseen circumstances. The Council must adopt an operating budget and a capital budget on an annual basis prior to the commencement of the fiscal period pursuant to Sections 242(1) and 245.

Adoption of operating budget

242(1) Each council must adopt an operating budget for each calendar year.

(2) A council may adopt an interim operating budget for part of a calendar year.

(3) An interim operating budget for a part of a calendar year ceases to have any effect when the operating budget for that calendar year is adopted.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 2425)

Contents of operating budget

243(1) An operating budget must include the estimated amount of each of the following expenditures and transfers:

(a) the amount needed to provide for the council's policies and programs;

(b) the amount needed to pay the debt obligations in respect of borrowings made to acquire, construct, remove or improve capital property;

(c) the amount needed to meet the requisitions or other amounts that the municipality is required to pay under an enactment;

(d) if necessary, the amount needed to provide for a depreciation or depletion allowance, or both, for its municipal public utilities as defined in section 28;

(e) the amount to be transferred to reserves;

(f) the amount to be transferred to the capital budget;

(g) the amount needed to recover any shortfall as required under section 244.

(2) An operating budget must include the estimated amount of each of the following sources of revenue and transfers:

(a) property tax;

(b) business tax;

(c) business improvement area tax;

(c.1) community revitalization levy;

(d) special tax;

(e) well drilling equipment tax;

(f) local improvement tax;

(f.1) community aggregate payment levy;

(g) grants;

(h) transfers from the municipality's accumulated surplus funds or reserves;

(i) any other source.

(3) The estimated revenue and transfers under subsection (2) must be at least sufficient to pay the estimated expenditures and transfers under subsection (1).

(3.1) For the purposes of subsection (3), the estimated expenditures referred to in that subsection do not include any amortization of tangible capital assets unless the amortization is an amount required to provide for amortization of the tangible capital assets of a municipality's municipal public utilities as defined in section 28.

(4) The Minister may make regulations respecting budgets and that define terms used in this section that are not defined in section 241.

(MUNICIPAL GOVERNMENT ACT, RSA 2000 cM-26 s243;2005 c14 s3;2015 c8 s34)

Adoption of capital budget

245 Each council must adopt a capital budget for each calendar year.

1994 cM-26.1 s245

Contents of capital budget

246 A capital budget must include the estimated amount for the following:

- (a) the amount needed to acquire, construct, remove or improve capital property;*
- (b) the anticipated sources and amounts of money to pay the costs referred to in clause (a);*
- (c) the amount to be transferred from the operating budget*

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s246)

To ensure a government is financially sustainable it is important that budgeting and financial reporting are done well.

This financial analysis should be read in combination with the audited financial statements, the annual budget, and discussions with Town officials. The financial records are in such a state that the auditor is having difficulties with the year end audit for 2016.

Currently there is no opportunity for public input into the annual budget.

FINANCIALS

The financial position of the Town of Granum is generally healthy as of the 2015 fiscal year. However, the financial statements do indicate a high level of grants on hand and an under investment in infrastructure. The recent financial management of the Town of Granum is concerning. Adequate financial oversight of Administration by Council has not been in place. The most immediate concern is that the Town currently is operating without a budget. Without at least an interim budget, the Town of Granum is not in compliance with the Municipal Government Act.

Administration has not effectively managed the finances of the Town. Most importantly, they have not provided budgets and essential financial reports on a timely basis. Financial reporting issues have been reported by the auditors, but the recommendations have not been implemented.

The Town should engage additional financial assistance to prepare the 2017 budget, catch up and maintain monthly accounting and support the 2017 capital program.

TAXES

The property taxes of the Town of Granum are higher than the neighbouring communities. Residents are likely to be interested in how their taxes compare to others.

Of the five towns within the municipal district, Granum has the highest residential and non-residential taxes. While the comparison to the five towns within the municipal district show the Town of Granum with residential taxes 44% higher than average and non-residential 17% higher, their tax rates are very close to the median for residential and lower than the median for non-residential when compared across the province.

FINANCIAL CONSIDERATIONS

A government's financial condition can be gauged by its sustainability, flexibility and vulnerability.

- **Sustainability:** Sustainability is the ability to maintain services and meet obligations without borrowing or raising taxes.
- **Flexibility:** Flexibility is the degree to which a government has the option of raising taxes or borrowing.
- **Vulnerability:** Vulnerability is the extent to which a government is dependent on sources of funding outside its control, such as grants.

FINANCIAL CONDITION

The financial position of the Town of Granum is generally healthy as of the 2015-year end. The cash balance was \$420,000 and the net asset position was \$832,000.

	For the year ended December 31			
	2016	2015	2014	2013
Revenue (\$000s)	n.a.	834	1,131	884
Expenses (\$000s)	n.a.	900	1,128	873
Cash (\$000s)	n.a.	420	478	489
Net assets (\$000s)	n.a.	832	740	694
Net book value to cost of capital	n.a.	43%	45%	55%
Total debt to provincial limit	n.a.	0%	0%	0%

The Town has reasonable short term flexibility by having options of using cash resources and increasing debt to invest in infrastructure.

To sustain services Granum will need to invest more in municipal infrastructure. The net book value of total capital assets is 42% of cost. This ratio is even lower for buildings (28%) and equipment (24%). The median in Alberta is 55%. The low ratios indicate that Granum assets are older than average and that the Town has under invested in its capital replacement.

To address some of the infrastructure needs, Granum has significant provincial grants available, \$980,000 as of the 2015-year end plus the 2016 capital grants amounting to \$240,000 that have not yet been accessed. Much of the grant money available to the Town of Granum has been sitting idle for 11 years while their infrastructure declined.

FINANCIAL MANAGEMENT

The recent financial management of the Town of Granum is concerning. Adequate financial oversight of Administration by Council has not been in place.

- The Town operated without a budget in 2016 until May and has operated without a budget for the first few months of 2017. Without an interim budget, the Town is not in compliance with certain financial requirements of the Municipal Government Act.
- Council's financial oversight should include at least a quarterly review of financial statements including completed bank reconciliations. The financial statements and bank reconciliations were not prepared during the year. This presents a serious financial risk to the Town of Granum with respect to misappropriations and needs to be closely monitored by Council.

Administration has not effectively managed the finances of the Town. Most importantly, they have not provided budgets and essential financial reports on a timely basis.

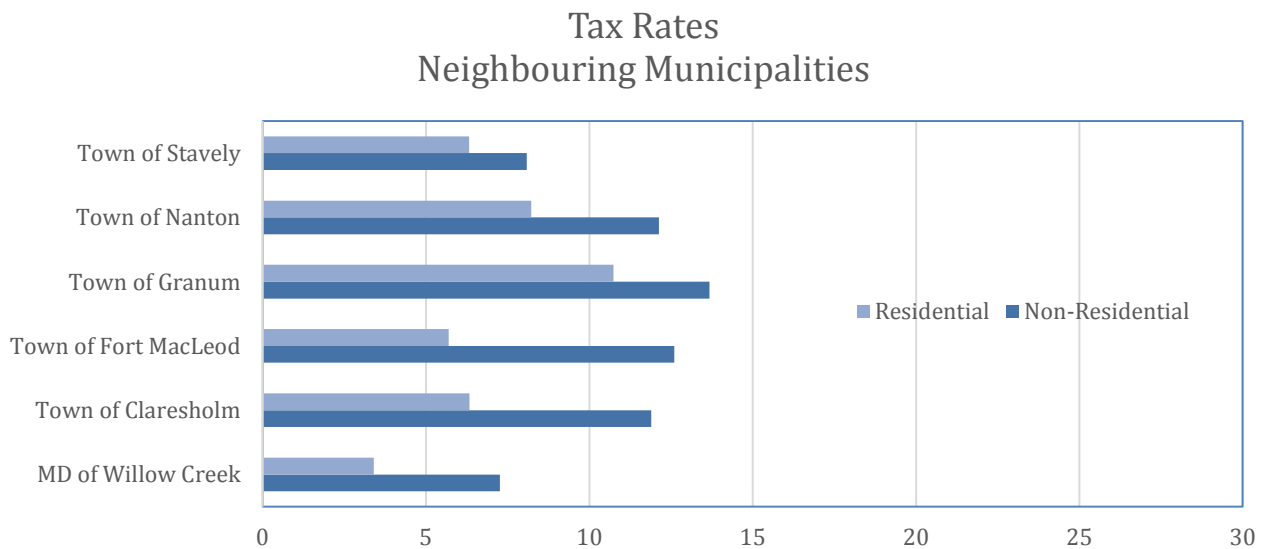
- Council should adopt an interim 2017 budget as per section 242(1) of the MGA as soon as possible – if necessary, a slightly updated 2016 interim budget. Administration should prepare a 2017 budget as soon as possible for Council's review and approval.
- Fundamental to good financial management is regular financial reporting that is properly supported by up to date monthly accounting.
- The Town should engage additional financial assistance to prepare the 2017 budget, catch up and maintain monthly accounting and support the 2017 capital program.

The prior year recommendations of the auditors were extensive and have not been implemented. The current year recommendations are expected to be similar.

- In April 2016, the auditors made important recommendations to improve the financial management of the Town. It is essential that Council ensure that these recommendations are addressed.
- The auditors have re-done the 2016 accounting work so they could properly prepare the financial statements to issue their audit report. The accounting and financial statements should have been prepared by the Town.

NEIGHBOURING TAXES

Of the five towns within the municipal district, Granum has the highest residential and non-residential taxes. Residential taxes are 44% higher than average and non-residential 17% higher.



The towns have somewhat higher taxes than the municipal district. The tax rates of Willow Creek are considerably lower than Granum. Typically, rural property taxes are lower than urban property taxes and therefore not a good comparison.

Currently the town is in contravention of the MGA as no budget has been approved for 2017.

The interim “2016 Fiscal Operating Budget was not adopted by Council until May 19th, 2016 and the 2016 Final Fiscal Operating Budget was approved as presented at a Special Council Meeting on May 30th, 2016. The Tax Rate Levy Bylaw also received third reading at the May 30th, 2016 meeting as well.

The “Interim Budget for 2015” was adopted at the January 13th, 2015 Council meeting. The inspector was not able to find any record of passing of a final budget for 2015 so it appears that they operated on an interim budget for the entire year.

Granum is in a reasonable financial position, but has experienced a recent lapse in proper financial management. As soon as possible, it is important to return to the basic financial practices of budgeting and reporting on a timely basis. Over the next few years, it is important to assess the capital assets and remedy the most critical gaps. Financial matters such as budget approval, bank reconciliations and completion of the year-end audit are being handled in an irregular, improper and improvident manner.

Further financial indicators are attached as appendix E.

RECOMMENDATIONS:

52. The Town approve an interim operating and capital budget for 2017 immediately.
53. The Town engage external financial resources to prepare the 2017 operating and capital budgets.
54. The Town engage external resources to assist with maintaining financial records monthly.
55. The Town provide the necessary training for administration so that they can maintain accurate financial records.
56. The CAO provide a report on the auditor's recommendations monthly to council.
57. The Council ensure that the CAO is providing Council with sufficient information to ensure the adequate financial oversight is provided.
58. The CAO provide Council with a written summary of actions taken on operational and financial matters including a variance report on actuals to budget and confirmation of the completion of the bank reconciliation monthly.

21. INFRASTRUCTURE

Much of the infrastructure within the Town of Granum, right from the Town Office to the roads, sidewalks, lagoon, storm drainage and water treatment plant are in dire need of maintenance and/or replacement. Due to poor management and lack of financial oversight there is no capital plan in place and provincial grants are not being utilized. Too much time is being spent by Council on personality conflicts and political conflicts rather than focussing on the true needs of the community.

The Town has been informed by Alberta Environment that the water system is non-compliant and may be in contravention of the Code of Practice for a Waterworks System Consisting Solely of a Water Distribution System. This needs to be addressed as there could be public health issues.

When it comes to infrastructure, Council has been improvident in the long-term infrastructure needs of the village.

RECOMMENDATIONS:

- 59. An infrastructure audit be undertaken as soon as possible.
- 60. The Town engage subject matter experts to review the operation of the water system to ensure that the Town is compliant with all rules and regulations for the operation of the system.

22. FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

There is no FCSS committee or board in place that was appointed by the Town of Granum pursuant to section 145 of the MGA.

Bylaws - council and council committees

145 A council may pass bylaws in relation to the following:

(a) the establishment and functions of council committees and other bodies;

(b) the procedure and conduct of council, council committees and other bodies established by the council, the conduct of councillors and the conduct of members of council committees and other bodies established by the council.

(MUNICIPAL GOVERNMENT ACT, RSA 2000, 1994 cM-26.1 s145)

Currently there is no bylaw or policy in place that regulates or stipulates the level of service that will be provided under the Family & Community Support Services (FCSS) program that support the programs offered by the Seniors Drop-In Centre. In fact, Council does not even appoint the public members to the board and at times, is not included in board meetings. The Town does not even appoint the FCSS Director.

There are no minutes, no financial reporting or agenda packages on file with the Town, and the Interim CAO is being denied access to this information by the FCSS Board.

There is a contract between the Seniors Drop-In Centre and the MD of Willow Creek for some FCSS services for support services to the seniors from the rural area surrounding Granum. If the Town needs to see this contract, then the Town should contact the MD of Willow Creek.

There is a very close relationship between the Seniors Drop-In Centre and the FCSS program, in fact this relationship has come to the point where lines are blurred. Shirley Murphy was the Director of FCSS (an employee of the Town) and a Councillor for the Town of Granum at the same time. She was on Council and then resigned, ran again successfully in another by-election, only to resign again. It is not clear whether she is fulfilling the role of the FCSS Director or the Seniors Drop-In Centre host. Currently there are residents that do not feel comfortable coming into the Seniors Drop-In Centre to seek FCSS assistance due to the lack of privacy.

The entire situation of FCSS and the Seniors Drop-In Centre needs to be resolved. The building and land are owned by the Town of Granum, however there is no operation agreement for the facility.

The FCSS board should be in an advisory role to council on FCSS matters. It is then up to council to decide whether they wish to proceed with the recommendations from the FCSS board.

RECOMMENDATIONS:

61. The Town temporarily put a hold on FCSS services until such time as a bylaw or policy is put in place that defines the program and level of service.
62. The Town structure the FCSS program such that the Director of FCSS reports directly to the CAO.
63. The Town separate the FCSS program from the Seniors Drop-In Centre program.
64. The Town and the Seniors Drop-In Centre negotiate a lease agreement for this facility.



CONCLUSION

23. CONCLUSION

There has been a long history of political unrest, politicians interfering in the administrative role of the town, and a continual turnover of Chief Administrative Officers in the Town of Granum. Despite the efforts of some local politicians over the years to make things better, it is in fact not getting any better.

The inspection identified several areas where there are deficiencies and/or concerns, of which some are more serious than others such as:

1. Conduct of Council and interference in administrative/operational matters,
2. Liability issues,
3. Infrastructure deficiency,
4. Poor financial records,
5. Lack of record keeping.

Some of the deficiencies are significant; however all the deficiencies should be viewed as an opportunity for improvement. Council needs to embrace the recommendations and move forward with an effort to provide good governance and leadership, abandoning their interference in administrative/operational matters. The internal conflicts need to be left at home and Council needs to start working as a team.

Municipal Inspections assess a municipality to determine if the matters of concern identified by the inspector fall within the categories of irregular, improper or improvident by Council or administration. These terms, as applied to a municipality can be defined as:

Irregular: Not according to established principles, procedures or law; not normal; not following the usual rules about what should be done.

Improper: Deviating from fact, truth, or established usage; unsuitable; not appropriate; not conforming to accepted standards of conduct.

Improvident: Lacking foresight; taking no thought of future needs; spendthrift; not providing for, or saving for the future; not wise or sensible regarding money.

Due to the ongoing difficulties in retaining an experienced CAO and the continual turnover of elected officials, it would be in the best interest of the Town of Granum to approach the Minister of Municipal Affairs to appoint an Official Administrator. This should provide some stability to the governance and administration of the Town of Granum.

In the view of the inspector, some of the matters identified, which need to be addressed by Council or administration, fall within the categories of irregular, improper or improvident

RECOMMENDATIONS:

65. Council request that the Minister appoint an Official Administrator pursuant to sec. 575 of the MGA.

24. SUMMARY OF RECOMMENDATIONS

1. Consideration be given to passing a bylaw pursuant to sec. 143 of the MGA to reduce the number of elected officials to three (3).
2. Council refrain from performing administrative functions in accordance with provisions of sec. 201(2) of the MGA.
3. Council retain external subject matter experts to undertake the council orientation immediately following the 2017 municipal elections.
4. Council undertake a self-assessment of their performance as an effective team and individually on a quarterly basis.
5. An action list be prepared and maintained on a regular basis for all direction from Council. This should be included on the agenda for all Council meetings so that Council is aware of the progress of the particular action items.
6. All direction to the CAO at a Council meeting be done by formal resolution.
7. Council engage a facilitator to provide training on governance and role separation.
8. Councillors must declare the nature of their pecuniary interest and leave the room prior to any discussion on the matter.
9. All deliberations that involve personnel matters set out in Sec. 197(2) and (2.1) are always discussed in-camera.
10. The Code of Conduct should be signed by each elected official and retained with the Oath of Office.
11. The Code of Conduct be reviewed annually.
12. Council retain legal counsel to investigate the approval of the full-time status of Karineisha Gordon and the increase in remuneration as approved by D/Mayor Connor, without any resolution of Council, and determine if there is a breach of sec. 249(1)(a) of the MGA.
13. Council not authorize any compensation to residents without filing an insurance claim through the Town's insurer.

14. A website for the Town of Granum be developed immediately.
15. A public feedback section be included on the website for the public to be able to report maintenance issues.
16. Ensure the Town is complying with Section 606 of the MGA on the requirement for advertising.
17. Council clearly define their goals and expectations for the CAO on an annual basis.
18. Council provide an annual written evaluation of the CAO in accordance with the MGA, and further that the evaluation take into consideration the achievement of established performance targets.
19. Sufficient funding be made available for professional development for the CAO and staff.
20. Council engage legal counsel to draft an employment agreement for the CAO.
21. Council and the CAO collectively review the recommendations contained within the Municipal Corporate Review Phase 1 – Governance Report dated June 2016 and proceed with the implementation of the recommendations.
22. Council enact a records retention bylaw that adequately addresses the needs of Granum.
23. The CAO dedicate the necessary time to properly file all records that are currently in the Town Office.
24. The CAO draft a policy on the preparation of the Council agenda package and that Council formally approve the policy. At a minimum, the policy must provide direction on what should be included in the agenda package, process and timeframe for the approval of the agenda package with the Mayor, timelines for the distribution of the agenda package, and what constitutes a complete Request for Decision memorandum.
25. The minutes of all Council meetings provide an accurate record as per sec. 208(1)(a) to (d) of the MGA without error.
26. Resolutions are to be worded more carefully and accurately to reflect the direction/decision of Council and refer to the specific section of the MGA when appropriate.
27. All resolutions are to be worded in the positive.
28. CAO and council pay closer attention to the accuracy of the minutes of all meetings.
29. Procedures Bylaw be updated and that the bylaw incorporates the use of Robert's Rules of Order for proper parliamentary procedures.
30. The CAO and Council review the necessity for special council meetings.
31. The notices for special council meetings must be properly posted and contain sufficient detail on the items that Council will be debating. There should be no other items on the agenda other than those that were included in the original notice of the meeting.
32. The Town of Granum engage a facilitator to assist in building a relationship with the MD of Willow

- Creek in preparation for the required inter-municipal collaboration framework under the new MGA.
33. The Fire Chief be formally appointed by the Town of Granum by motion of Council.
 34. A mutual aid agreement between the Town of Granum and the MD of Willow Creek for the fire department should be drafted and approved by Council.
 35. All committee agendas, minutes and relevant material be provided to the Town for retention.
 36. Any outcomes from committees that require a specific resolution of approval from Council be included in the agenda package, complete with an appropriate Request for Decision (RFD).
 37. Council undertake a complete review of all committees to analyze the relevancy of membership in the committee to the Town of Granum.
 38. The CAO undertake a comprehensive review of the town committee structure and present Council with a recommendation, complete with a bylaw pursuant to Section 145 of the MGA.
 39. The CAO ensure all committees have terms of reference.
 40. The CAO undertake a complete review of all bylaws in an effort to correct any deficiencies, ensuring compliance with current provincial legislation and identify all conflicting bylaws that need to be repealed.
 41. The CAO pay particular attention to the drafting of bylaws and consult with legal counsel where necessary.
 42. The minutes must accurately reflect the proper reading for three readings of a bylaw.
 43. The Procedures Bylaw should be reviewed and amended to correct the timeframe for the distribution of the agenda packages.
 44. The Designated Officer Bylaws should be reviewed and amended to remove the discrepancy between the two bylaws, and updated to reflect the current designated officers.
 45. The Utility Bylaw should be reviewed and updated to reflect the current cost of water and sewer as the rates have not been adjusted since 2010.
 46. The Town negotiate a contract with a neighboring municipality for the provision of bylaw enforcement services.
 47. The Town should retain the Oldman River Regional Services Commission to undertake a comprehensive review of the Land Use Bylaw, including a comparison to their copy of the bylaw and update as appropriate.
 48. The Town should contract the Oldman River Regional Services Commission to fulfill the duties of the Development Officer for the Town.
 49. The Town should contract the Oldman Regional Services Commission to provide training for the

Municipal Planning Commission on their role and mandate.

50. The Council should immediately develop a Strategic Plan.
51. The Strategic Plan should be reviewed on an annual basis.
52. The Town approve an interim operating and capital budget for 2017 immediately
53. The Town engage external financial resources to prepare the 2017 operating and capital budgets
54. The Town engage external resources to assist with maintaining financial records monthly.
55. The Town provide the necessary training for administration so that they can maintain accurate financial records.
56. The CAO provide a report on the auditor's recommendations monthly to council.
57. The Council ensure that the CAO is providing Council with sufficient information to ensure the adequate financial oversight is provided.
58. The CAO provide Council with a written summary of actions taken on operational and financial matters including a variance report on actuals to budget and confirmation of the completion of the bank reconciliation monthly.
59. An infrastructure audit be undertaken as soon as possible.
60. The Town engage subject matter experts to review the operation of the water system to ensure that the Town is compliant with all rules and regulations for the operation of the system.
61. The Town temporarily put a hold on FCSS services until such time as a bylaw or policy is put in place that defines the program and level of service.
62. The Town structure the FCSS program such that the Director of FCSS reports directly to the CAO.
63. The Town separate the FCSS program from the Seniors Drop-In Centre program.
64. The Town and the Seniors Drop-In Centre negotiate a lease agreement for this facility.
65. Council request that the Minister appoint an Official Administrator pursuant to sec. 575 of the MGA.



APPENDICES

25. APPENDICES

Appendix A - Town of Granum Resident Survey

Questionnaire for the Residents of Granum – Municipal Inspection 2017

Statement of Confidentiality

This document and information collected is confidential. No part of this document and / or information may be disclosed in any manner without the prior written consent of Alberta Municipal Affairs.

Resident Name:

Interview Location:

1. How long have you lived in Granum?
2. What is the biggest challenge facing the Town Council?
3. Has Mayor and Council done a good job of managing and leading the Town?
4. Does Council work collaboratively as a group?
5. How could the Town improve communications with all sectors of the community?
6. Does the Town have a good working relationship with the MD of Willow Creek No. 26?
7. Has the Town Administrator (CAO) done a good job for the Town?
8. Are you aware of any harassment of Town staff?
9. Do you feel that you get good value for your tax dollars?
10. Are you satisfied with the service that the Town provides?
11. In your opinion, are there any improvements that the Town could make?

Appendix B - Town of Granum Business Survey

Questionnaire for the Businesses of Granum – Municipal Inspection 2016

Statement of Confidentiality

This document and information collected is confidential. No part of this document and / or information may be disclosed in any manner without the prior written consent of Alberta Municipal Affairs.

Business Name:

Person Interviewed:

Title:

Interview Location:

1. How long have you operated your business in Granum?
2. Are you a resident of Granum, and, if so, how long have you lived here?
3. What is the biggest challenge facing the Town Council?
4. Has Mayor and Council done a good job of managing and leading the Town?
5. Does Council work collaboratively as a group?
6. Does the Town have a good working relationship with the MD of Willow Creek No. 26?
7. Has the Town Administrator done a good job for the community?
8. Are you aware of any harassment of Town staff?
9. Are you satisfied with the services that the Town provides?
10. In your opinion, are there any improvements that the Town should make?
11. How could the Town improve communications with the business community?

Appendix C - Town of Granum Elected Officials Survey

Questionnaire for the Elected Officials of Granum – Municipal Inspection 2016

Statement of Confidentiality

This document and information collected is confidential. No part of this document and / or information may be disclosed in any manner without the prior written consent of Alberta Municipal Affairs.

Elected Official Name:

Interview Location:

1. How long have you lived in Granum?
2. When were you elected to Town Council?
3. What is the biggest challenge facing the Town?
4. Could you explain the roles and responsibilities of an elected official?
5. Could you explain the role and responsibilities of the Chief Administrative Officer (CAO)?
6. Who does staff report to in the Town?
7. Do you have a good understanding of governance principles?
8. Does Council work together as a team?
9. Have you signed the Code of Conduct?
10. Do you have any issues with staff (past or present)?
11. Do you have any recommendations for improvements that the Town could make?
12. What services does the MD of Willow Creek No.26 FCSS provide to the Town residents?
13. What could the Mayor do to improve the relationship with Council?
14. What could the Mayor do to improve his/her image within the community?
15. What were the issues with the previous CAO?
16. How could the Town improve communications and the residents better informed?

Appendix D - Town of Granum Staff Survey

Questionnaire for the Staff of Granum – Municipal Inspection 2016

Statement of Confidentiality

This document and information collected is confidential. No part of this document and / or information may be disclosed in any manner without the prior written consent of Alberta Municipal Affairs.

Staff Name:

Interview Location: Town Council Chambers, Town of Granum Office

1. How long have you lived in Granum and area?
2. When did you start working for the Town?
3. What is the biggest challenge facing the Town Administration?
4. Who does staff report to in the Town?
5. Do you have any issues with staff (past or present)?
6. Do you have any recommendations for improvements that the Town could make?

Appendix E - Financial and Budget Appendices

FINANCIAL INDICATORS

	For the year ended December 31			
	2016	2015	2014	2013
Assets to liabilities	n.a.	676.0%	630.0%	513.5%
Financial assets to liabilities	n.a.	177.8%	163.0%	146.1%
Net assets to revenue	n.a.	99.8%	65.4%	78.5%
Net assets to assessment	n.a.	2.6%	2.3%	2.1%
Accumulated surplus to assessment	n.a.	18.9%	19.1%	18.4%
Expenses to assessment	n.a.	2.8%	3.5%	2.6%
Debt charges to revenue	n.a.	0.0%	0.0%	0.0%
Net book value to cost of capital	n.a.	43.4%	45.0%	54.7%
Own source revenue to assessment	n.a.	1.9%	1.8%	1.9%
Government transfers to revenue	n.a.	24.2%	48.5%	28.7%
Total debt to provincial limit	n.a.	0.0%	0.0%	0.0%
Debt servicing to provincial limit	n.a.	0.0%	0.0%	0.0%

KEY FINANCIAL AMOUNTS

	For the year ended December 31			
(\$000s)	2016	2015	2014	2013
Taxable assessment	n.a.	32,580	32,542	33,717
Cash	n.a.	420	478	489
Financial assets	n.a.	1,334	1,328	1,599
Long-term debt	n.a.	1,901	1,914	2,198
Liabilities	n.a.	0	0	0
Non-financial assets	n.a.	1,069	1,174	1,504
Total revenue	n.a.	5,325	5,482	5,525
Total expenses	n.a.	834	1,131	884
Interest on long-term debt	n.a.	900	1,128	873
Government transfers	n.a.	0	0	0
Capital assets net book value	n.a.	202	549	254
Capital assets cost	n.a.	5,320	5,474	6,655
Investment in capital assets	n.a.	12,268	12,176	12,158
Total debt limit	n.a.	5,320	5,474	5,503
Total debt	n.a.	1,105	1,006	1,127
Debt servicing limit	n.a.	0	0	0
Debt servicing	n.a.	184	167	187

CAPITAL ASSETS – FINANCIAL INDICATORS

	For the year ended December 31			
	2016	2015	2014	2013
Buildings	n.a.	28.5%	28.4%	29.8%
Engineered structures	n.a.	42.7%	44.6%	44.6%
Machinery and equipment	n.a.	24.0%	28.0%	32.0%
Vehicles	n.a.	57.1%	66.1%	72.3%

COMPARATIVE TAX RATES

	For the year ended December 31, 2015					
	Municipal Resident	Education Resident	Senior Resident	Municipal Non- Resident	Education Non- Resident	Senior Non- Resident
MD of Willow Creek	3.4000	2.4410	0.3800	7.2600	3.6400	0.1750
Town of Claresholm	6.3300	2.4592	0.2639	11.8958	3.6269	0.2639
Town of Fort MacLeod	5.6933	2.4725	0.2882	12.6016	3.6829	0.2882
Town of Granum	10.7330	2.5210	0.2920	13.6760	3.8400	0.2920
Town of Nanton	8.2169	2.3021	0.3218	12.1329	3.5435	0.3218
Town of Stavely	6.3140	2.3560	0.2533	8.0790	3.5880	0.2533

REFERENCES

- 2015 Municipal Affairs Population List
- Alberta Municipal Affairs – Municipal Profiles
- Town of Granum Audited Financial Statements
- Calvin Scott, Young Parkyn McNab Chartered Accountants (Town of Granum Auditors)
- Statement of Recommended Practice - Indicators of Financial Condition (Public Sector Accounting Board)