



GRANDE CACHE

PAST • PRESENT • FUTURE

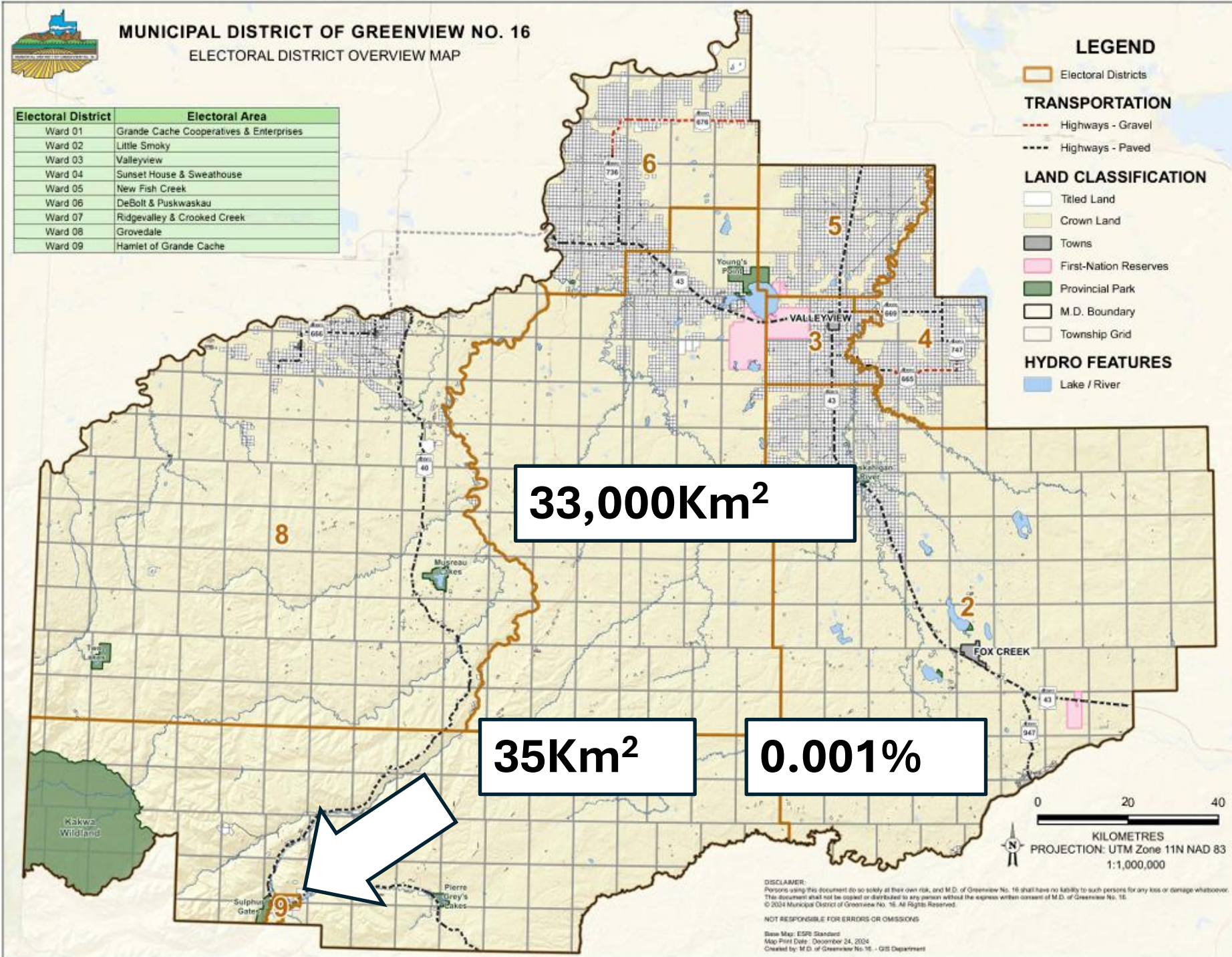
- Est. 2022
- Vehicle for collaboration
- Learn about each other and break silos
- Create a team culture
- Create awareness of broader Greenview
- Hundreds of thousands invested in Staff
Why not invest in Culture

Wendy Unger





Belgium = 30,688Km²





Hamlet of GC est. 2019

- 2016 report request a viability review citing
 - Cannot achieve enough revenue to cover operating costs
 - Implemented a hiring freeze
- June 2016 GoA initiates viability review
 - Held public information sessions to discuss viability review report and options
 - Conduct a vote on only 2 options, stay as a town or dissolve into Greenview and become a hamlet

*** GREENVIEW RESIDENTS WERE NOT ALLOWED TO PARTICIPATE IN THE VOTE**

**To a certain degree you can see this coming
a significant indicator is when the average age
of infrastructure dips below 40% and how fast
it is approaching that threshold**

Canide Come residents vote to dissolve their town

Town would become part of Municipal District of Greenview No. 16

CBC News Sep 26, 2018 12:27 PM EDT | Last Updated: September 26, 2018

Click here to open this article in a new window. Estimated 2 minutes





The province will help with an infrastructure assessment!

TOWN OF GRANDE CACHE INFRASTRUCTURE ASSESSMENT

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

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

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

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

Infrastructure Assessment Conclusions and Recommendations

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

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

Roads and Sidewalks

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

Water System

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

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

Sanitary Sewer / Wastewater

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

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



Option 1: Stay a Town

- Reduce the number of elected officials
 - Reduce Council and COTW meetings
 - Future projects, programs and services to be drastically reduced
 - Town would remain responsible for all governance with oversight from the Ministry of Municipal Affairs
 - Ministry of Municipal Affairs would monitor all decisions/expenditures
 - Town does not have 75% of the funds required to cover operating costs of the recreational facility and a decision would have to be made on its future
- Town would not be able to develop a mandatory Intermunicipal Development Plan with Greenview as it would have no resources or services to offer in return.
 - GC airport would remain closed permanently
 - Fire services would remain as long as Greenview continued contributions
 - Library Services would cease unless Greenview paid for service
 - Weed control would cease unless Greenview paid for service



Option 1: Stay a Town

- Administration office to be reduced to 2 -3 days per week of operation
- CAO to be explored as a part time position
- Staffing levels would be reduced
- Increased taxes and user fees would be implemented along with a reduction of services
- Local improvement taxes would be used for necessary projects
- Grants, donations and sponsorships to local community groups will be greatly reduced
- **Town indicated that economic diversification would not be sought because it would not have the resources or be able to accommodate associated infrastructure needs**



- Un-incorporate the town....no longer a legal entity
- Greenview takes the responsibility for governance and all service delivery
- Greenview shall assume 2 Councillors from the Town Council
- Greenview must conduct a Ward Boundary Review
- Existing Town bylaws and policies to remain in place and be redone into Greenview over a scheduled period of time

*Over 100 Bylaws have been repealed to date

- Greenview CAO will be responsible for the management of Grande Cache and Grande Cache will no longer have a CAO
- Greenview to assume all town liabilities
- **Greenview will eventually focus on diversification of the local economy i.e., tourism**
- **Greenview treats hamlets like any other service area***
- Greenview indicated that most of existing town staff would be transferred into Greenview**
- Greenview indicated that existing service levels will transfer with the potential for expansion

Dissolution Option 2: Become a Greenview Hamlet



- 1,100 votes casted
- **1,065 Voted to Dissolve**

The people of Grande Cache were being welcomed into the surrounding district.

“We all know that this was not an easy decision to make and now the work begins to make the transition as smooth as possible for everyone.”

“The road ahead will be full of challenges but with perseverance and determination we can build on the existing community and strive to achieve your full potential.”

Dale Gervais Md of Greenview Reeve

The Vote: September 24 & 25, 2018

CANADA

Residents of Grande Cache vote to dissolve town

By [Kirby Bourne](#) • 630CHED

Posted September 26, 2018 11:41 am • Updated September 27, 2018 9:57 am • 3 min read



**Uhm...GoA Wants This
Done for Jan 1....
Administration Make
this Work!**



CAUTION!!!

You Need Organizational Stability

● 3 months including holidays



● CAO fired



● Directors tasked with:

● Reviewing the Town Org Chart, who does what and when and individual skill sets

● How the GC budget works

● Existing projects on the go

● **How to amalgamate existing town staff into Greenview departments...OR DO WE?**



Staff Transition: 2 choices were considered

Choice 1: Terminate Everyone

- Reformat every department to align with Greenview existing departments
- Conduct a needs assessment of every department
- Conduct a detailed staff performance and qualification assessment
- Upon the completion of the first 3, have those who are interested apply and re-hire existing staff or find new if required

- Create mass chaos!!!
- Greenview did not have the luxury of time and could not accomplish this
- Not kind...create undue stress and town instability
- Increased risk of losing good people
- **Cannot ensure business continuity for ratepayers**



Choice 2: Transition everyone up front

- Most feasible considering timeline
- We recognized that there will be misses on department alignments
- Conscious decision to limit management level transitions
 - This was not a merge! It was a take over!
 - Departments must align with Greenview values and way of operating
 - Limit hierarchical costs and therefore burden on ratepayers



How We're Organized

Management is somewhat centralized

Advantages

- Improved efficiency - reduction of duplication, can be a 20-30% reduction in operating expenses
- Consistent decision making - vital given our geographic size
- Better data management
- Stronger accountability
- **Clearer chain of command – more managers more silos***

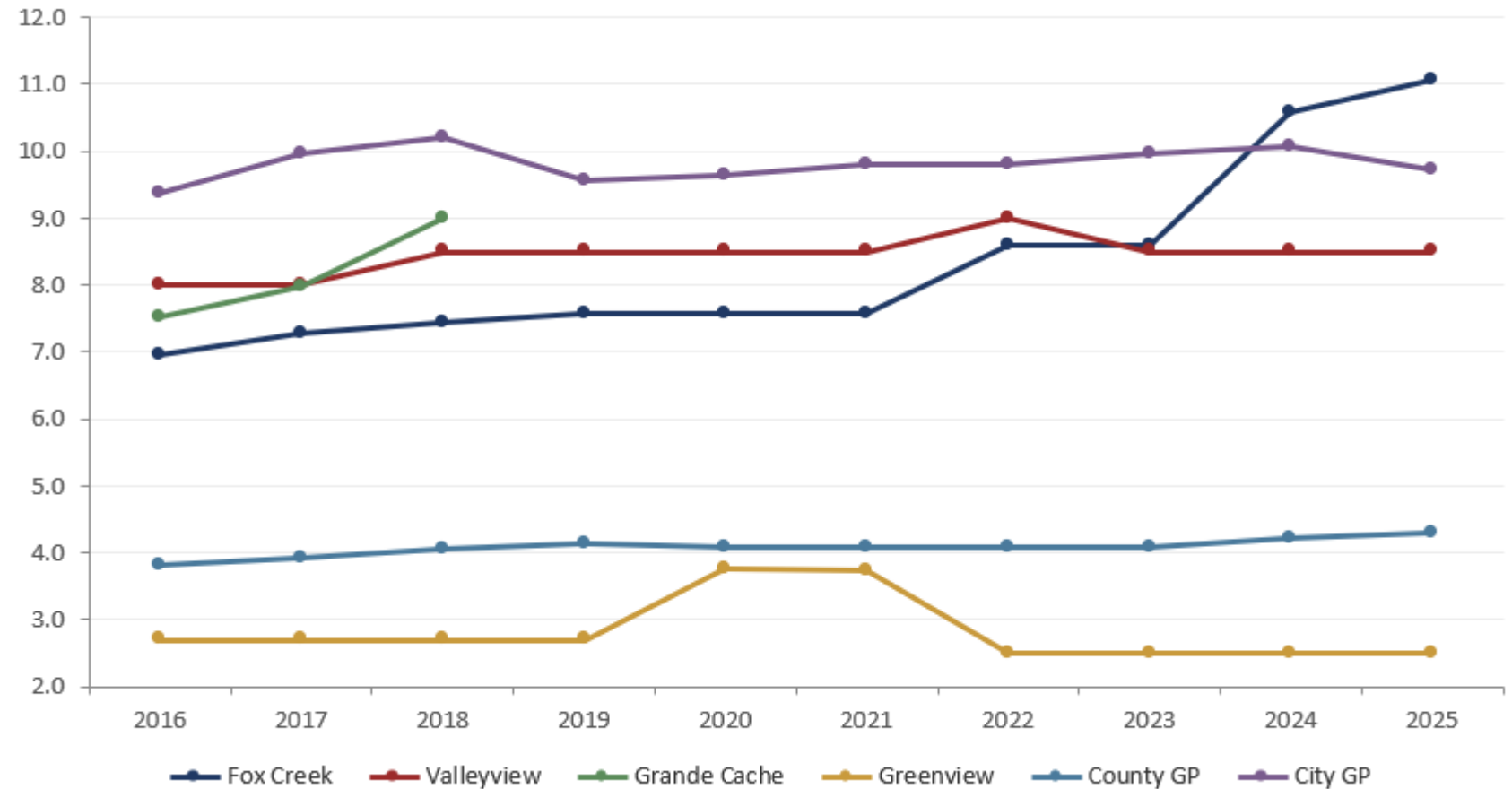


We Use Chain of Command



**Next Challenge
Very Rural now
with an Urban**

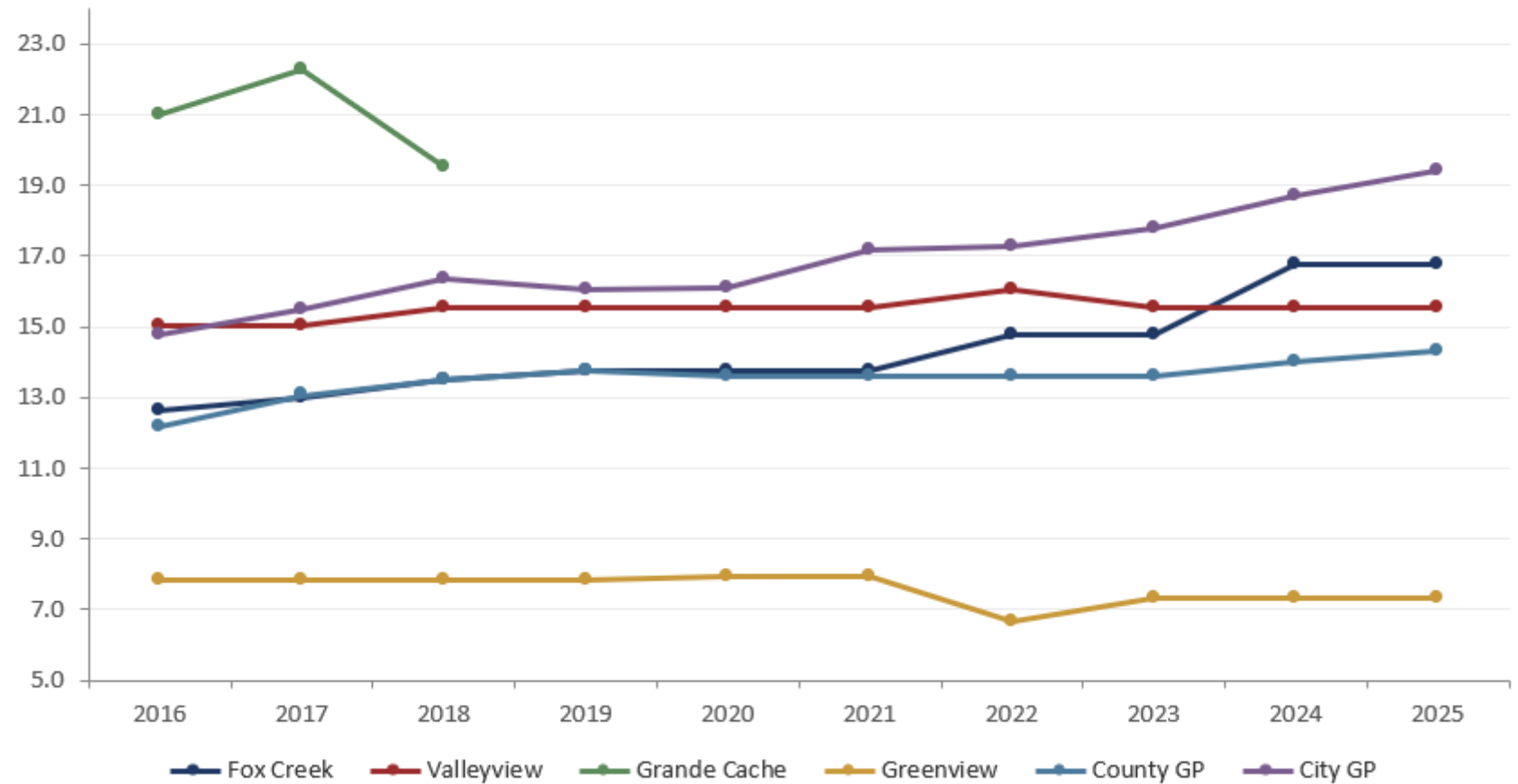
Residential mill rates, 2016–2025.





Next Challenge Very Rural now with an Urban

Non-residential mill rates, 2016–2025. Greenview's rate sits well below both towns.



GC Res = 7.1748
Other Greenview Res = 2.4977
All Non-Res = 7.3350



Hamlet of Grande Cache Capital Infrastructure Program





What We've Been Up To Since 2019

Significant funding has gone into:

- Completion of the Public Service Building (Greenview assumed all associated costs)
- New Wastewater Plant
- Completion of the Water Treatment Plant
- New Operations Building
- TIC expansion
- Underground Infrastructure Study
- Road resurfacing
- Curb and gutter
- Public spaces improvements

Significant funding has gone into:

- Underground expansion to Mountain Metis building
- Recreation facility upgrades
- New recreation fieldhouse
- Peace Officer Program Expansion
- Fire Services Program Expansion
- Equipment renewal, transitioned from old GC equipment
- Tower Park Estates Infrastructure
- Elders Lodge Partnership
- Business Support Network



What We've Been Up To Since 2019

Significant funding has gone into:

- New raw water supply main
- New Hamlet signs
- Distribution Pumphouse Upgrades
- New Transfer Station
- Old Landfill Capping
- New Sand and Salt Building
- Phased rehabilitation
- Retainer wall
- Grande Cache Medical Clinic establishment aid



Major Capital Investment Capital Since 2019

Capital

- Wastewater Treatment Plant: \$49 million
- Fieldhouse/Rec Centre: \$17.4 million
- Operations Building: \$12.9 million
- Public Service Building: \$6.7 million
- Phased Rehabilitation Project: \$4.3 million
- Water Treatment Plant: \$4 million
- Curb and Gutter Resurfacing: \$4 million
- Transfer Station Facility: \$3.7 million

Total Approx. \$200,000,000.00

Where the Money Came From

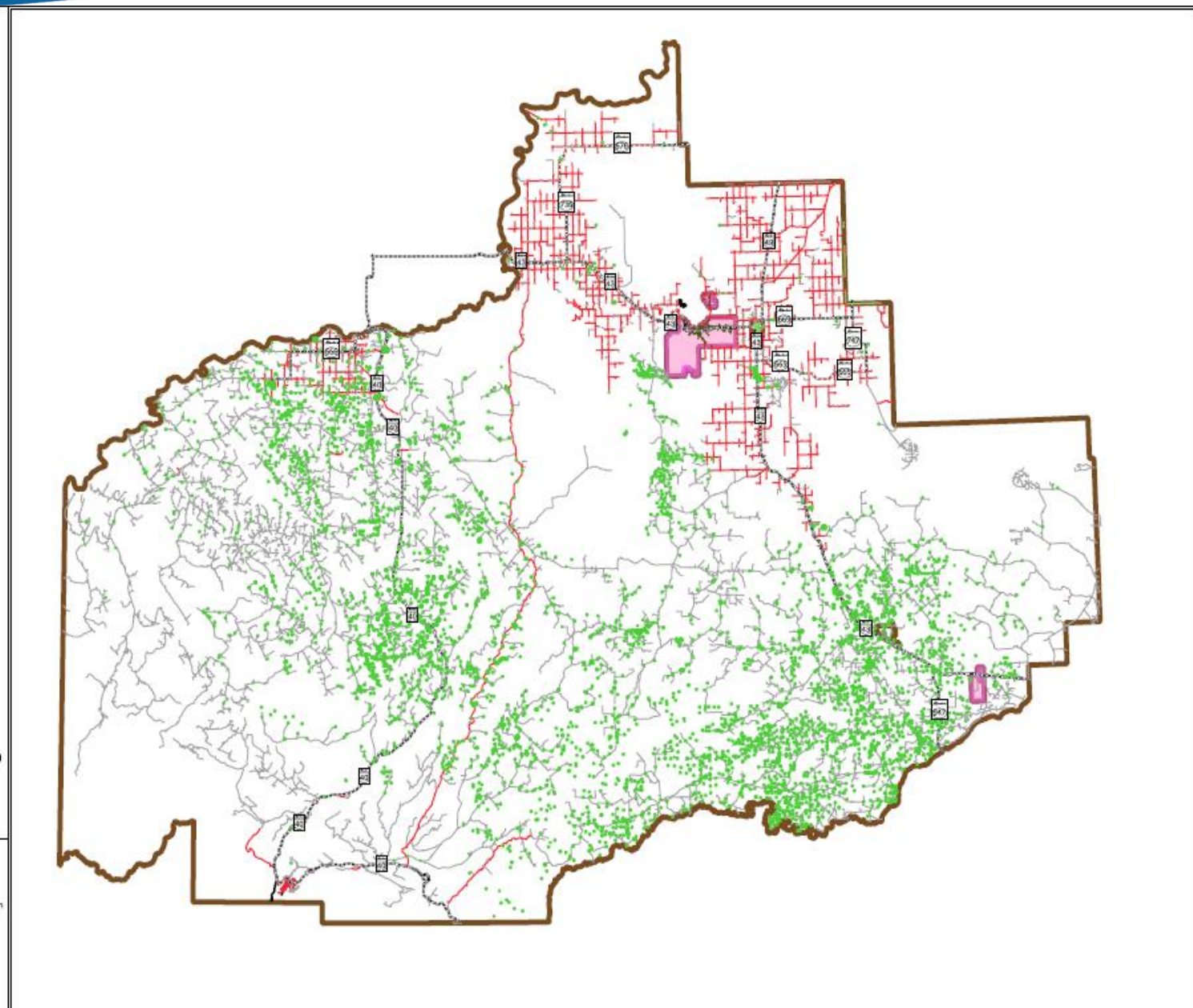
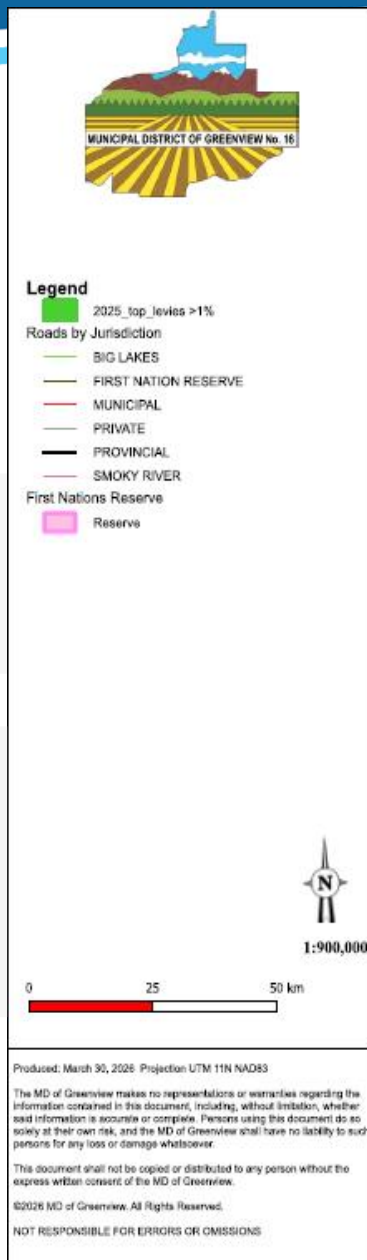
Funding Sources

- \$71 million from pre dissolution reserves
- \$23.1 million debentured
- \$9.7 million redirected unrestricted grants
- \$27.7 million redirected restricted grants
- \$11 million in lost interest revenue



Where the Money Comes From

- GC Residential taxes account for 1.75%
- GC non-residential taxes account for 0.93%
- When calculated separately GC still loses money annually operating

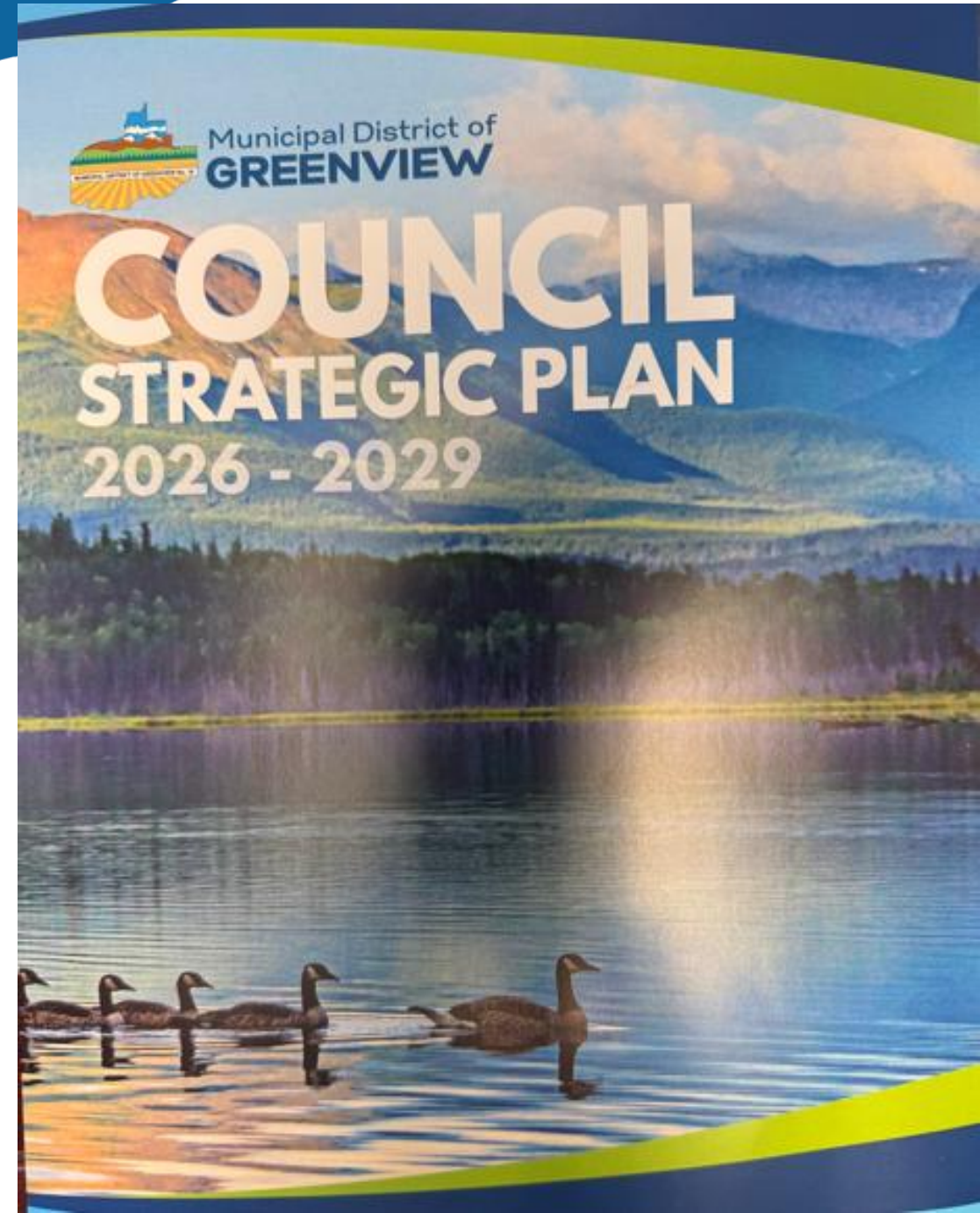




What Now?

- Current rate of investment is unsustainable
- Administration plans present a slower capital investment plan for municipal services.....Council dependant.....Council is the WHAT.....we are the HOW.....
- Critical infrastructure has been addressed or there is a plan in place to address it
- 'Other' Greenview infrastructure needs to be addressed
- Create a new Strategic Plan with internal facing KPI's
- Anticipation that Council will have an Affordability focus

GC is Key to the Municipalities Success





Money is one thing getting the work done is another!!

**Cannot Overstate The Impact To
Organizational Culture and Therefore
Productivity**



Depending on Community Size & Geography Expect Siloed Thinking

That's not how we do things

Why does Valleyview get to make all the decisions

We're the largest hamlet so the head office should be here and so should the CAO and Reeve

We should have all our own managers and a separate budget

Overall staff and ratepayer lack of understanding of what it means to be apart of a larger municipality



Greenview Staff Engagement & Culture

Greenview University

Organizational Efficiency Review

Staff Strategic Plan Matrix

**Willing to have tough
conversations**

**Functional Strategic Initiatives That Can be
Measured**

**Everything Costs Money & Needs to be
Strategic & Measured & Applicable to ALL OF
GREENVIEW**



Staff Engagement Workshops Trends

- Love my team, great team environment, departments willing to help each other
- Great training opportunities, open communication, good communication
- Reliable technology, working computers, QR codes
- Pay and benefits are acceptable, industry standard

- Lack of communication, no communication, miscommunication
- Lack of staff, understaffed, job overload, work/life balance

- Few visits from SLT, need a manager to oversee GC, lack of direction

- GC is different from VV but direction comes from VV, most things held in VV, no HR in GC

Lack of understanding for being a part of something bigger



Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	Apr 1	2	3	4
Chelsea - vacation					
8:00am Focus time 10:00am Municipal District of Greenview + CPS Executive Kickoff; Microsoft Teams ... 10:00am Municipal District of Greenview + CPS Executive Kickoff; Microsoft Teams ... 12:00pm CAO & Reeve Meeting; Room 200 - CAO Office; Melissa Arsenaault 12:00pm CAO & Reeve Meeting; Room 20... 1:30pm ICF Renewal Meeting - Greenview... 1:30pm ICF Renewal Meeting - Greenview...	Managers Report - Due Thursday April 2 8:00am Focus time 9:30am Health and Safety - Fire - Inspections; Room 205 - Upstairs A; Roger Autio 12:00pm Private Appointment 1:00pm Sewer camera demo; Valleyview rec complex; https://us05web.zoom.us/j/8822... 1:15pm SLT Meetings; Room 205 - Upstairs A; Melissa Arsenaault 1:15pm SLT Meetings; Room 205 - Upstair... 1:15pm SLT Meetings; Room 205 - Upstair... 4:00pm WEEKLY REPORT!	8:00am Focus time 12:45pm Private Appointment 1:00pm Sewer camera demo; Valleyview rec complex; https://us05web.zoom.us/j/8822... 1:15pm SLT Meetings; Room 205 - Upstairs A; Melissa Arsenaault 1:15pm SLT Meetings; Room 205 - Upstair... 1:15pm SLT Meetings; Room 205 - Upstair... 4:00pm WEEKLY REPORT!	8:00am RFD Review - Apr 21 COTW - Rescind Motion (CL); Flowers (GB) 8:00am WEEKLY REPORT! 10:00am Greenview Connect Re-connect Coffee Talk; Microsoft Teams Meeting; Peter Stoodley 10:00am I 11:45am TIMESHEET APPROVAL; PENNY 1:00pm Focus time	8:00am OFFICE CLOSED - Good Friday 4:30pm Focus time	
6	7	8	9	10	11
8:00am OFFICE CLOSED - Easter Monday 10:00am RE: Corporate Services Director-Search Update #2; Microsoft Teams Meeti... 10:00am RE: Corporate Services Director-Search Update #2; Microsoft Teams Meeti... 12:00pm Canceled: CAO & Reeve Meeting; Room 200 - CAO Office; Melissa Arsenaault 2:00pm CAO -Director check in (Martino); Martino Verhaeghe 2:00pm CAO -Director check in (Martino); ... 4:30pm Focus time	12:00am Chelsea physio at 2 pm 7:30am Project Updates; Esso -- Breakfast; Roger Autio 8:00am APPROVE FLOWERS RFD 9:00am Private Appointment 11:00am Crisis Management & Resilient Leadership - Save the Date; Online 4:30pm HOLD - Open House - VV/DB/RV ; Sturgeon Hall; Chelsea Laurenson	Project Updates Tuesday, April 7, 2026 7:30 AM-11:30 AM Esso -- Breakfast Roger Autio 1:15pm SLT Meetings; Room 205 - Upstair...	1:15pm Bi Weekly Check Ins - Greenview/...	4:30pm 9:30am AIDC: O'Leary Ventures x TI Concl... 9:30am AIDC: O'Leary Ventures x TI Concl... 10:00am Grande Cache Planning; Microso... 12:30pm Global News Intvw; https://us04... 2:00pm Grande Cache Event Discussion; ... 2:00pm Invest Grande Prairie Recruitment... 2:00pm Invest Grande Prairie Recruitment... 4:30pm Focus time	
13	14	15	16	17	18
8:00am Focus time 9:00am Greenview U - Ag Services ; Burns... 9:00am PLACEHOLDER - TIAA Tourism To... 9:00am Greenview U - Ag Services ; Burns... 9:00am PLACEHOLDER - TIAA Tourism To... 10:00am Gig -wv; Microsoft Teams Meetin... 12:00pm Canceled: CAO & Reeve Meeting... 1:15pm Canceled: MPC Meeting; Room 1... +6	8:00am Focus time 9:00am Regular Council Meeting; https://us06web.zoom.us/j/88444703678?pwd=6VHsHN2sn8ld0kVHXQz9u3WBmrGw... 9:00am Regular Council Meting; Room 102 - Council Chamber; Melissa Arsenaault 9:00am Regular Council Meeting; Room 102 - Council Chamber; Melissa Arsenaault 9:00am Regular Council Meeting; Room 102 - Council Chamber; Melissa Arsenaault 4:00pm Focus time	Economic Developers Alberta; Pomeroy Kananaskis Mountain Lodge (1 Centennial Dr, Kananaskis AB T0L 2H0, Canada); Melissa Arsenaault 8:00am Focus time 9:30am CPS + Greenview Project Kickoff; https://calendly.com/events/ta9ef6b2-904... 10:30am Grande Cache Scope Change Review; Microsoft Teams Meeting; Martin... 1:15pm SLT Meetings; Room 205 - Upstairs A; Melissa Arsenaault 1:15pm SLT; Microsoft Teams Meeting; W... 1:15pm SLT Meetings; Room 205 - Upstair... 1:15pm SLT Meetings; Room 205 - Upstair...	Chelsea out in PM for Dr appt 8:00am Focus time 10:00am Fox - Circle - AE; Room 109 - Main Floor Meeting Room; Roger Autio 10:30am CE-CON0024542 Hwy 43_10 Fox Creek Roundabout Engagement Meeting (MD of Greenview); 4806 36 Ave, Valleyvie... 6:00pm Invitation: Gc Medical Clinic Corporation meeting @ Thu 16 Apr 2026 6pm - 7pm (MDT) (marko.hackenberg@m... +3	8:00am Focus time 8:00am Mastercard Cutoff/Renew	
20	21	22	23	24	25
8:00am Focus time 10:00am Shortlist Candidate Presentation... 10:00am ADMIN GIFTS TO TAKE TO GCI 10:00am Shortlist Candidate Presentation... 11:00am Shand Ave Tender discussion; R... 11:45am TIMESHEET APPROVAL; PENNY 12:00pm Canceled: CAO & Reeve Meeting... 12:30pm Little Smoky 1 & 3 Solar Projects ... +7	8:00am Focus time 9:00am Committee of the Whole ; Grande Cache Public Service Building (10002 Sha... 9:00am Committee of the Whole ; Grande Cache Public Service Building (10002 Sha... 9:00am Committee of the Whole ; Grande... 3:00pm Grande Cache Source Water Prote... 4:30pm Tourism Private Event; Grande Cac... 4:30pm Tourism Private Event; Grande Ca... 4:30pm Tourism Private Event; Grande Cac...	8:00am SAVE THE DATE - Grande Cache G... 8:00am SAVE THE DATE - Grande Cache G... 8:00am SAVE THE DATE - Grande Cache G... 8:00am SAVE THE DATE - Grande Cache G... 10:00am Updated invitation: ARMAA Zon... 10:00am ARMAA Zone 4 Spring Meeting (... 11:00am AGRITOURISM TOWN HALL ; The...	7:00am Collaboration Meeting - Shared S... 8:00am RFD Review - May 12 RCM 10:00am GIG Sign Site Visit; https://maps... 10:00am CFWY Board of Directors meetin... 10:00am GRWMC - Second Meeting Date... 10:00am Invitation: Zoom - Stacey and Go... 10:00am Zoom - Stacey and Gord - Thu, A... 11:00am Cohort Networking Session - Sav...	8:00am Focus time 9:30am AIDC: O'Leary Ventures x TI Concierge - Weekly Check-in; Microsoft T... 9:30am AIDC: O'Leary Ventures x TI Concierge - Weekly Check-in; Microsoft T... 10:00am Little Smoky Community Hall Discussion; Room 109 - Main Floor Meeti... 10:00am Little Smoky Community Hall Discussion; Room 109 - Main Floor Meeti... 3:30pm Coffee with the Chamber [In-person]; Chamber Boardroom; Wendy ...	
27	28	29	30	May 1	2
8:15am Dept Meeting; Room 205 - Upstair... 9:00am Little Smoky Ski Area; Little Smoky... 9:00am Little Smoky Ski Area; Little Smoky... 10:00am ECC Seasonal Update; Room 201... 11:00am NWP, City, County and MD Discu... 12:00pm CAO & Reeve Meeting; Room 20... 12:00pm CAO & Reeve Meeting; Room 20... +2	Chelsea out in PM for an hour - physio 9:00am Regular Council Meeting; Room 102 - Council Chamber; Melissa Arsenaault 9:00am Regular Council Meeting; Room 102 - Council Chamber; Melissa Arsenaault 9:00am Regular Council Meeting; Room 102 - Council Chamber; Melissa Arsenaault 12:00pm CAO & Reeve Meeting; Room 20...	Hold for DCS Shortlist Interviews (on site); Todd Sharpe Hold for DCS Shortlist Interviews (on site); Todd Sharpe Hold for DCS Shortlist Interviews (on site); Todd Sharpe 1:30pm Invest NW Committee Meeting; City Hall - North Conference Room; Darla McCullough 1:30pm Invest NW Committee Meeting; City Hall - North Conference Room; Darla McCullough	8:00am RFD Review - May 19 COTW 9:00am Management Group Meeting; Ro... 9:00am Management Group Meeting; Ro... 9:00am Management Group Meeting; Ro... 11:00am Mentoring Drop in Session; Onli...	HOLD THE DATE; Melissa Arsenaault HOLD THE DATE; Melissa Arsenaault 9:00am 2026 Leadership Training; Burnside Theater; Nicole Perry (She/Her) 9:00am 2026 Leadership Training; Burnside Theater; Nicole Perry (She/Her) 9:00am 2026 Leadership Training; Burnside Theater; Nicole Perry (She/Her)	



Where We Are At



**Greenview will eventually focus on
diversification of the local
economy i.e., tourism***

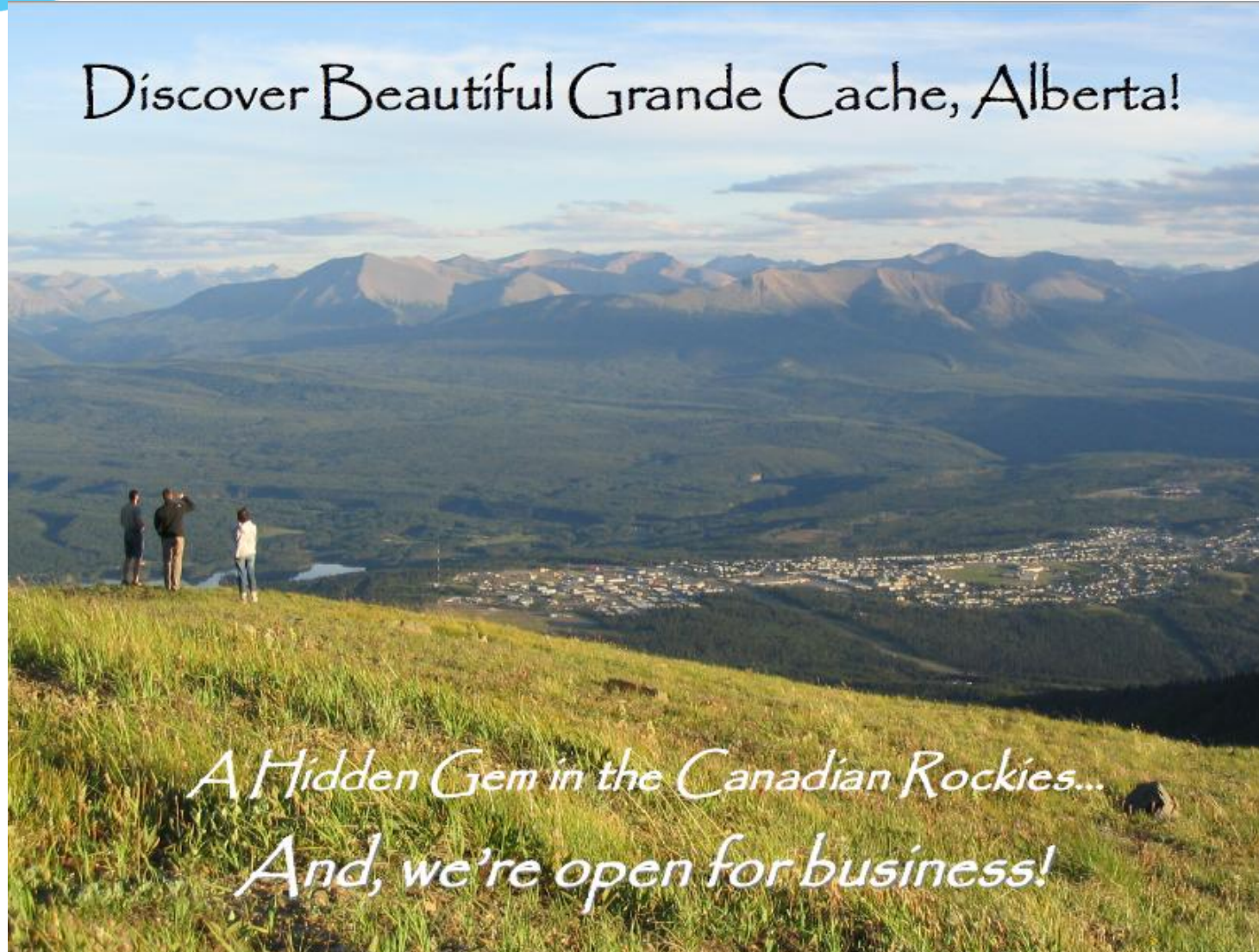


***Eventually is now!**



Create a strategy?

Discover Beautiful Grande Cache, Alberta!



*A Hidden Gem in the Canadian Rockies...
And, we're open for business!*

Keys to Diversifying the Grande Cache Economy

- Reduce reliance on one dominate industry to funding source



- Grow value-added industries

- Build on existing strengths

- Support entrepreneurship and small business

- Use public-private partnerships strategically



**WEEKENDS
ARE GRANDER
IN GRANDE CACHE**

mdgreenview.ab.ca/tourism



Municipal District of
GREENVIEW

Tourism

- Small to mid sized conference attraction
- Grande Cache....Grande Prairies backyard
- Create an identity.....hiking, mountain biking, quiet mountain get aways
- All season resort inititaive





- **Continued coal development**
- **Housing needs**
- **Small business supports for retention and attraction**
- **Festivals**



THANK YOU