

Title	Town Designated Assessor	Policy number	C001
Policy Reference <i>Finance and Assessment</i>		<i>Municipal Government Act Designated assessor</i>	

**PURPOSE**

To appoint a designated assessor pursuant to the Municipal Government Act.

**DEFINITIONS**

*“Designated Assessor” means the qualified person selected to undertake property valuations on behalf of the Town.*

**POLICY**

1. The Town hereby appoints ~~Gary Barber~~ Larry James, as the Town Designated Assessor (assessor) and authorizes the CAO to enter into a contact with ~~Gary Barber~~ Larry James.
2. The CAO will review the terms of the contract every three years.
3. Further the assessor will prepare property assessments for all assessable properties within the Town boundaries as set out in the Municipal Government Act and its regulations and carry out all the other duties of the designated assessor set out in the legislation
4. The assessor will release all the property assessments to the CAO within the timelines set out in legislation for the purpose of amending the Assessment Roll.

**IMPLEMENTATION**

1. This policy shall be posted on the website.
2. Policy 2.1 is hereby repealed.

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		

\_\_\_\_\_  
R.L. (Ben) Kellert, Mayor  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Intermunicipal Assessment Review Board	Policy number	C002
Policy Reference <i>Finance and Assessment</i>		<i>Municipal Government Act and the Intermunicipal Assessment Review Board Agreement</i>	

**PURPOSE**

To ensure the Town has a legal process under the Municipal Government Act for the hearing of Property Assessment Appeals.

**DEFINITIONS**

*“Assessor” means the qualified person selected to undertake property valuations on behalf of the Town, chiefly for taxation purposes.*

*“Intermunicipal Assessment Review Board” That Assessment Review Board established under agreement with neighbouring municipalities on May 2011.*

*“Administrative Coordinator” pursuant to the Agreement is the Town of Killam CAO*

*“Clerk” For the purpose of the Town is the CAO.*

*“Assessment Review Board Complaint form”*

<http://www.municipalaffairs.alberta.ca/documents/as/ARBComplaintForm.pdf>

*“Assessment Complaint Agent Authorization Form”*

[http://www.municipalaffairs.alberta.ca/documents/mgb/Agent\\_Authorization\\_Final\\_LGS1405.pdf](http://www.municipalaffairs.alberta.ca/documents/mgb/Agent_Authorization_Final_LGS1405.pdf)

**POLICY**

1. Council at its annual organizational meeting shall review vacancies and by resolution, appoint up to six members to the Intermunicipal Assessment Review Board.
2. The CAO will carry out the obligations under the Intermunicipal Assessment Review Board Agreement for an Administrative Coordinator.
3. The CAO will act as the Clerk for purposes of the Intermunicipal Assessment Review Board.
4. The term of appointment of members of the Intermunicipal Assessment Review Board will be for a period of three (3) years.
5. Members of the Assessment Review Board shall receive remuneration as established under the terms of the Intermunicipal Assessment Review Board Agreement.

**IMPLEMENTATION**

1. Provincial Legislation outlines how property assessment complaints must be made. The complaint to the Town must be submitted on an approved Assessment Review Board Complaint Form

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

2. If a complaint is submitted by an Agent acting on behalf of a property owner, an Assessment Complaint Agent Authorization Form is also required.
3. Proceedings
  - a. Notice of an Assessment Hearing and Decisions will be posted on the Town’s web-site.
  - b. A decision of a majority of the members of the Intermunicipal Assessment Review Board in attendance is the decision of the Assessment Review Board.
  - c. A \$25.00 refundable filing fee deposit must be posted when appealing assessments.
  - d. The deposit shall be returned upon appearance at the assessment appeal hearing.
4. This policy shall be posted on the website.
5. Policy 2.2 is hereby repealed.

Appendix

Attached to this policy is a copy of the Intermunicipal Assessment Review Board agreement

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Tax Cancellation/Concessions	Policy number	C003
Policy Reference <i>Finance and Assessment</i>		Municipal Government Act	

**PURPOSE**

To provide tax cancellations/concessions regarding land development and property improvements within the Town pursuant to the Municipal Government Act.

**DEFINITIONS**

*“Tax Cancellation” means a reduction in the normal taxation applied to a property.*

*“Development Officer” means that person appointed as the Town Development Officer.*

*“RFD” Request for Decision by Council*

*“CIC” Community Improvement & Consolidation Program for annual tax cancellation*

**POLICY**

1. All property tax cancellations included within this policy are subject to annual approval by Council before effective and before applied to the tax roll by the CAO.
2. For property to be eligible for property tax cancellation under this policy all the property taxes remaining after applying this policy has to be paid in full by July 31 each year.
3. New Commercial Development Buildings
  - a. Tax cancellations to New Commercial Development Buildings within the Town boundary
    - i. The first year new building is fully completed – cancel 100% of the municipal taxes on both building and land
    - ii. The second year a new building is fully completed - cancel 50% of the municipal taxes due on both building and land
    - iii. The third and final year a new building is completed – cancel 34% of the municipal taxes due on both building and land
  - b. Land is eligible only once for this tax cancellation program.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

- c. The Tax Cancellation program for new commercial development buildings will be transferred to the new owner should the property be sold within the three-year term of the program.
  
- 4. Community Improvement & Consolidation (CIC) Program
  - a. General
    - i. Program Length
      - a) CIC is an annual tax cancellation program.
      - b) Development permits for development on a vacant lot shall be applied for, on or before, December 31 of the year of the program.
      - c) Demolition permits for the demolition of an existing property shall be applied for, on or before, December 31 of the year of the program.
      - d) CIC will be transferred to the new owner should the property be sold within the term of the program.
  
    - ii. Terms of the CIC annual tax cancellation program
      - a) CIC only relates to the municipal portion of the property taxes.
      - b) CIC applies to both the land and improvement property taxes.
      - c) The CIC tax cancellation is applied as follows:
        - a. First year a building is completed -100% of the municipal taxes due on both building and land.
        - b. Second year a building is completed - 50% of the municipal taxes due on both building and land.
        - c. Third year a building is completed - 34% of the municipal taxes due on both building and land.
  
    - iii. Eligible Developments
      - a) To qualify for CIC all developments must conform to the Killam Land Use Bylaw and other pertinent regulations.
  
  - b. CIC Periods
    - i. The effective eligibility period for CIC tax cancellation will begin the year following the year that construction is completed and is in accordance with the approved development permit.
    - ii. Subject to Section 1 and 3, the period of the CIC tax cancellation shall be:
      - a) Two- years for a qualified construction on a vacant lot.
      - b) Three- years for a qualified demolition and construction.
  
  - c. Property Taxation due

---

\_\_\_\_\_Initial

\_\_\_\_\_Initial



- 6. Council must approve the attached form in Appendix A for application of the CIC Program
  - a. Town of Killam Community Improvement and Consolidation (CIC) Program

**IMPLEMENTATION**

- 1. This policy shall be posted on the website.
- 2. Policy 2.3 is hereby repealed

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED	August 8, 2019	
AMENDED		

\_\_\_\_\_  
 R.L. (Ben) Kellert  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Appendix A  
Community Improvement and Consolidation (CIC) Program  
Application and Agreement

APPLICANT		TELEPHONE	
MAILING ADDRESS			
PROPERTY ADDRESS (CIVIC)			
LEGAL DESCRIPTION	Lot	Block	Plan
LAND USE DISTRICT			
EXISTING USE (to be demolished)			
PROPOSED DEVELOPMENT			

I hereby make application to participate in the CIC Program. I fully understand the regulations and limitations of the program and my responsibilities in this regard.

I hereby give my consent to allow all authorized persons the right to enter the above lands and/or buildings with respect to this application only.

I acknowledge that in the case of a sale of the property during the term of the program, the refund shall be paid to the registered owner at the time that the taxes are paid.

\_\_\_\_\_ DATE OF APPLICATION                      \_\_\_\_\_ SIGNATURE OF APPLICANT



**FOR ADMINISTRATION USE ONLY**

Demolition Permit		Date of Issue	
Development Permit Approval Date			
Building Permit #		Date	

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial



Title	Tax Recovery Penalties	Policy number	C004
Policy Reference <i>Finance and Assessment</i>		Municipal Government Act	

**PURPOSE**

To ensure a fair, equitable and consistent application of tax arrears penalties and an effective procedure for applying penalties to property tax accounts.

**DEFINITIONS**

*“Property tax” means the amount of tax applied to a property tax roll annually by the Town.*

**POLICY**

1. Penalties for Tax Recovery process

Penalty type	Rate
Tax Arrear List	\$25.00 and \$10.00 thereafter for every name receiving notification
Discharge of Tax Arrears	\$10.00 per lot
Registration of Caveats	\$10.00 per lot
Discharge of Caveats	\$10.00 per lot

**IMPLEMENTATION**

3. This policy shall be posted on the website.
4. Policy 2.4 is hereby repealed.

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

<b>Title</b>	<b>Financial Reports to Council and the Public</b>	<b>Policy number</b>	C006
<b>Policy Reference</b> <i>Finance and Assessment</i>		<i>Municipal Government Act</i>	

**PURPOSE**

To ensure that the Town’s Financial Reports to Council are also made available to the public in a manner that is accessible, easily understood and in accordance with best practises and requirements. Further Annual Financial Statements will be made available to the public in the manner outlined in the Municipal Government Act.

**DEFINITIONS**

*“Financial Statements” means consolidated balance sheet, consolidated income statement and consolidated expense statement.*

*“MGA” means Municipal Government Act*

**POLICY**

1. The financial report format for Council meetings that will also be made available to the public will be the consolidated balance sheet with an income and expense statement using department totals and detail schedules for each department.
2. The Annual Financial Statements will follow the requirements of the MGA.
3. The Annual financial statements will be post on the Town’s web-site.

**IMPLEMENTATION**

5. This policy shall be posted on the website.
6. Policy 5.1 is hereby repealed.

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		

\_\_\_\_\_  
Bud James  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Service Charge and Borrowing Agreements	Policy number	C007
Policy Reference <i>Finance and Assessment</i>		<i>Borrowing Bylaw and the MGA</i>	

**PURPOSE**

To ensure that a record of the Borrowing Agreement and Service Charge Agreement between the Town and the appropriate Financial Institutions (Vision Credit Union and/or ATB Financial) are retained and recorded.

**DEFINITIONS**

*“Service Charge Agreement” means an agreement between the Town and the appropriate Financial Institution (Vision Credit Union and/or ATB Financial) that sets out the service charges to be paid by the Town.*

*“Borrowing Agreement” means an agreement between the Town and the appropriate Financial Institution (Vision Credit Union and/or ATB Financial) that sets out the borrowing terms and conditions for the Town.*

**POLICY**

1. That a copy of the service charge agreement with the appropriate Financial Institution (Vision Credit Union and/or ATB Financial) is attached to the policy in appendix “A”.
2. That a copy of the Borrowing agreement with the appropriate Financial Institution (Vision Credit Union and/or ATB Financial) is attached to this policy in appendix “B”.

**IMPLEMENTATION**

7. This policy shall be posted on the website.
8. Policy 5.3 is hereby repealed.

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Tangible Capital Assets	Policy number	C008
Policy Reference <i>Finance and Assessment</i>		MGA <i>Public Sector Accounting Board (PSAB)</i>	

**PURPOSE**

To provide direction for recognizing and recording Tangible Capital Assets (TCA) on a consistent basis and in accordance with Public Sector Accounting Board (PSAB) 3150.

**DEFINITIONS**

*“TCA” means a Tangible Capital Asset*

*“CAO” Chief Administrative Officer*

**POLICY**

**RECORDING CAPITAL ASSETS**

1. The principle issues in accounting for TCA are the recognition of the assets, the determination of their carrying amount and the amortization charges and the recognition of any related impairment losses.
2. *TCA means non-financial assets having physical substance that:*
  - a. *are used on a continuous basis by the Town; and*
  - b. *have useful economic lives extending beyond one year; and*
  - c. *are not for resale in the ordinary course of operations.*
3. Subsequent expenditures on a recorded TCA that:
  - a. increase output or service capacity,
  - b. increase the service life,
  - c. lower associated operating costs, or
  - d. improve the quality of the output;
 should be classified as betterments and capitalized accordingly. Any other expenditure should be considered a repair or maintenance and should be expensed in the period.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

4. Authority

a. Internal decisions shall be carried out as indicated in the following table:

ACTION	WHO	By when
Update Implementation plan (if necessary)	CAO	Annually February
Update Policy (if necessary)	CAO in consultation with auditor	Annually February
Approve Policy (if necessary)	Council	Annually February
Record Tangible Capital Assets as per Policy	CAO and consulting firm in consultation with auditor	End of each calendar year
Ensure policy is followed	CAO	Ongoing

**AMORTIZATION**

5. Amortization

- a. The cost, less any residual value of a TCA with a limited life should be amortized over its useful life in a rational and systematic manner.
- b. The amortization method and estimate of useful life of the remaining unamortized portion should be reviewed on a regular basis (as outlined in the table below or more frequently if needed) and revised when the appropriateness of a change can be clearly demonstrated.

6. Scope

- a. This policy addresses the following:
  - 1. Asset classifications (major & minor)
  - 2. Capitalization threshold for each asset classification
  - 3. Amortization method to be used
  - 4. Review schedule
  - 5. Recording Assets & Maintaining records
  - 6. Asset Disposal
  - 7. Financial Reporting and Budgets

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

7. The following table shows the classes, capitalization thresholds and amortization method to be used:

Major Asset Class	Minor Asset Class	Capitalization Threshold	Amortization Method	Review Schedule
Land		All land will be recorded	N/A	N/A
Land Improvements		\$ 5,000	Straight Line	Every 3 years
Buildings		\$25,000	Straight Line	Every 5 years
Engineered Structures	Roadway System	\$25,000	Straight Line	Every 5 years
	Water System	\$25,000	Straight Line	Every 5 years
	Wastewater System	\$25,000	Straight Line	Every 5 years
	Storm System	\$25,000	Straight Line	Every 5 years
Machinery & Equipment		\$ 5,000	Straight Line	Every 3 years
Vehicles		\$ 5,000	Straight Line	Every 3 years
Cultural & Historical		N/A	N/A	N/A

*\*Where the above table cannot be used, the auditor for the town will be consulted to assist in establishing the correct accounting procedures for a TCA.*

**CLASSIFICATION OF ASSETS**

8. Major Asset Classifications:

1. Land - includes land purchased or acquired for value for parks, recreation, building sites, infrastructure, and other program use, but NOT land held for resale.
  - i. Land Improvements - all improvements of a permanent nature to land such as parking lots, landscaping, lighting, pathways, and fences.
  - ii. Buildings - Permanent, temporary or portable building structures, such as offices, garages, warehouses, recreation facilities intended to shelter persons, machinery, equipment and working space.
  - iii. Engineered Structures - permanent structural works such as roads, water and sewer, utility distribution systems.
  - iv. Machinery & Equipment - Heavy equipment, fire-fighting equipment, smaller equipment in buildings and offices, furnishings, computer hardware and software.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

This does not include stationary equipment used in the engineered structures class.

- v. Vehicles - Rolling stock that is used primarily for transportation purposes, including rescue van.
- vi. Cultural and Historical Assets- Works of art and historical treasures that have cultural, aesthetic or historical value that are worth preserving perpetually. These are not recognized as tangible capital assets in the financial statements, but the existence of such property should be disclosed. Buildings declared as heritage sites may be included in this classification.

9. Engineered Structures minor classes

- 1. Roadway system - Assets intended for the direct purpose of vehicle or pedestrian travel. Includes roads, bridges, lights, sidewalks and signage.
- 2. Water System - Systems for the provision of water through pipes or other constructed convey. Normally comprised of assets for the intake, distribution, storage and treatment of safe potable water. Includes mains, services, pump and lift stations, plants and equipment, reservoirs, fire hydrants, and wells.
- 3. Wastewater system - Assets used for the collection and treatment of non-potable water intended for return to a natural water system. Includes mains, services, pump and lift stations, septic tanks, plants, equipment, and lagoons.
- 4. Storm system - Assets used for collection, storage and transfer of water as a result of rain, snow or other external source to a natural water system. Includes mains, ditches, services, catch basins, pump and lift stations, outfalls, and retention ponds.

## RECORDING ASSETS AND MAINTAINING RECORDS

10. Recording Assets and Maintaining Records

- 1. The CAO shall be responsible to ensure that asset records are current, accurate and complete.
- 2. The CAO and Public Works Foreman should conduct Asset inventories annually at year-end.
- 3. Asset improvements, additions, retirements and disposals shall be recorded in the General Ledger.
- 4. All supporting documentation which relates to asset improvements, additions, retirements and disposals shall be retained in a permanent Tangible Capital Assets File. Documentation will include information on how the useful life and value of assets was determined.
- 5. TCAs shall be recorded in the WinFin Tangible Capital Assets module.

\_\_\_\_\_Initial

\_\_\_\_\_Initial

## ASSET DISPOSAL

### 11. Asset Disposal

1. An asset shall be defined as surplus when:
  1. It has been replaced by an asset which will fulfill the same purpose; and/or
  2. It has not been used for Town purposes for at least one year; and/or
  3. Council declares it to be surplus.
2. When an asset has been defined as surplus, it should be disposed of as soon as possible by one of the following means:
  1. if it is deemed to have a residual value over \$1000, it shall be sold by tender; or
  2. if deemed to have a residual value less than \$1,000, it may be sold by Council resolution.
3. Upon disposal of an asset, all bills of sale, invoices, and other information regarding the disposal shall be retained in the TCA File.
4. Proceeds of disposals shall be recorded in the General Ledger as a reduction of TCAs.

## FINANCIAL REPORTING AND BUDGETS

### 12. Financial Reporting and Budgets

- a. The format for reporting amortization and tangible capital assets in the financial reports shall be disclosed as follows:
  1. cost at the beginning and end of the period;
  2. additions in the period;
  3. disposals in the period;
  4. the amount of any write-downs in the period;
  5. the amount of amortization of the costs of the tangible capital assets for the period;
  6. accumulated amortization at the beginning and end of the period; and
  7. net carrying amount at the beginning and end of the period.
- b. Each tangible capital asset will also require the following information to be disclosed:
  1. The amortization method used, including the amortization period for each major category of tangible capital asset; and
  2. The net book value of tangible capital assets not being amortized.
- c. The annual budget shall include amortization expense as a line item.

## IMPLEMENTATION

9. This policy shall be posted on the website.
10. Policy 5.4 is hereby repealed.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial



	Date	Resolution Date
APPROVED	March 16, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Capital Budgeting	Policy number	C009
Policy Reference <i>Finance and Assessment</i>		<i>Policy C008</i> <i>MGA</i>	

**PURPOSE**

To establish a policy that guides what is considered a capital item.

**DEFINITIONS**

*“Capital Budget” means that the Town’s annual Capital Budget.*

*“Tangible Capital Asset” as defined in Policy C008.*

**POLICY**

Any item considered a Tangible Capital Asset that has an estimated value over \$5,000 will be included in the Town’s Capital Budget.

**IMPLEMENTATION**

- 11. This policy shall be posted on the website.
- 12. Policy 5.5 is hereby repealed.

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
Bud James  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Unbudgeted Expenditures	Policy number	C010
Policy Reference <i>Finance and Assessment</i>		<i>Budget Bylaw MGA</i>	

**PURPOSE**

The purpose of this policy is to provide direction for prudent verification and authorization of unbudgeted expenditures for the Town.

**DEFINITIONS**

*“Unbudgeted Expenditure” means an expenditure not included in the interim operating budget, the operating budget or the capital budget for the year.*

*“Emergency” means an occurrence or situation which could jeopardize the safety, health or welfare of people or the protection of property in the municipality*

**POLICY**

**NON-EMERGENCY UNBUDGETED ITEMS:**

1. The CAO may approve an unbudgeted expenditure:
  - a. is not of an emergency nature;
  - b. the expenditure will not exceed the budget for the project or function; and
  - c. if the expenditure is required prior to the next Council meeting.
2. If the expenditure will exceed the budget for the project or function, Council must approve the expenditure.

**EMERGENCY UNBUDGETED ITEMS:**

3. The Mayor or the CAO may approve an unbudgeted expenditure if it is for an Emergency purposes
4. The Emergency unbudgeted expenditure shall be reported to Council within a reasonable time after the expenditure.
  - a. The contents of the report to Council shall include:

\_\_\_\_\_Initial

\_\_\_\_\_Initial

- i. nature of the threat, the reasons the Mayor or CAO believed there was inadequate time for Council to give prior authorization and the nature and amounts of each expenditure.

**FINANCIAL VARIANCE REPORTS:**

- 5. Financial variance reports will be provided to Council on a quarterly basis or as required.

**IMPLEMENTATION**

- 13. This policy shall be posted on the website.
- 14. Policy 5.6 is hereby repealed.

	Date	Resolution Number
APPROVED	March 16, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Sale of Surplus Items	Policy number	C011
Policy Reference <i>Finance and Assessment</i>			

**PURPOSE**

To establish a policy that guides a process to effectively address the disposal of surplus items.

**DEFINITIONS**

*“Surplus Item” means an item that still has a market value but is no longer required by the Town.*

**PURPOSE**

The purpose is to provide clear guidelines on disposal of surplus items.

**IMPLEMENTATION**

1. The CAO will report to Council any items considered surplus.
2. Council may declare these items as surplus and authorize the sale.
3. Council may establish a reserve bid.
4. Surplus items may be sold by the following methods:
  - a. sale to the public through sealed tender process; or
  - b. sale through auction; or
  - c. sale by consignment.
5. Council must authorize a Surplus Items to be disposed of by other means such as trade in kind or donation.
6. Council must approve an offer to purchase any item offered for sale from a staff member.
7. Council must approve any sale items where a reserve bid has not been established.
8. This policy shall be posted on the website.
9. Policy 5.8 is hereby repealed.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
Bud James  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Town Restricted Assets (Reserves)	Policy number	C0012
Policy Reference <i>Municipal Finance</i>		MGA	

**PURPOSE**

To ensure prudent financial management, the Town Council may establish restricted Assets for planned major municipal expenditures.

**DEFINITIONS**

*“Reserves” means restricted assets are funds set aside by Council for future expenditures*

**POLICY**

The Council hereby establishes the following Reserves for future expenditures:

1. General Reserves
  - a. Administration infrastructure
  - b. Doctor recruitment
2. Fire
  - a. SCBA
  - b. Fire Truck replacement
3. Common Services
  - a. Grader
  - b. Equipment replacement or major expenditures
  - c. Backhoe replacement
4. Roads and Streets
  - a. Major upgrades for roads and streets
5. Water
  - a. Water upgrade or replacement
6. Sewer
  - a. Sewage infrastructure upgrade or replacement
7. Garbage
  - a. Garbage infrastructure replacement
8. Subdivision Planning
  - a. Future subdivision expansion
9. Cemetery
  - a. Infrastructure upgrades or expansion

\_\_\_\_\_Initial

\_\_\_\_\_Initial

- 10. Parks and Recreation
  - a. Infrastructure replacement or major upgrades and renovations
- 11. Library and Culture
  - a. Infrastructure replacement or major upgrades and renovations
- 12. Natural Gas
  - a. Expansion or replacement of natural gas infrastructure

All Reserves will be reviewed annually during the Budget (Operating and Capital) discussion to ensure adequate for future needs.

The Reserves will also be reviewed for adequacy when the Towns assets are examined by an Town’s engineer.

**IMPLEMENTATION**

- 15. This policy shall be posted on the website.

	Date	Resolution Number
APPROVED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Town Restricted Assets (Reserves)	Policy number	C0012
Policy Reference <i>Municipal Finance</i>		MGA	

**PURPOSE**

To ensure prudent financial management, the Town Council may establish restricted Assets for planned major municipal expenditures.

**DEFINITIONS**

*“Reserves” means restricted assets are funds set aside by Council for future expenditures*

**POLICY**

The Council hereby establishes the following Reserves for future expenditures:

- 13. General Reserves
  - a. Administration infrastructure
  - b. Doctor recruitment
- 14. Fire
  - a. SCBA
  - b. Fire Truck replacement
- 15. Common Services
  - a. Grader
  - b. Equipment replacement or major expenditures
  - c. Backhoe replacement
- 16. Roads and Streets
  - a. Major upgrades for roads and streets
- 17. Water
  - a. Water upgrade or replacement
- 18. Sewer
  - a. Sewage infrastructure upgrade or replacement
- 19. Garbage
  - a. Garbage infrastructure replacement
- 20. Subdivision Planning
  - a. Future subdivision expansion
- 21. Cemetery
  - a. Infrastructure upgrades or expansion

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial



- 22. Parks and Recreation
  - a. Infrastructure replacement or major upgrades and renovations
- 23. Library and Culture
  - a. Infrastructure replacement or major upgrades and renovations
- 24. Natural Gas
  - a. Expansion or replacement of natural gas infrastructure

All Reserves will be reviewed annually during the Budget (Operating and Capital) discussion to ensure adequate for future needs.

The Reserves will also be reviewed for adequacy when the Towns assets are examined by an Town’s engineer.

**IMPLEMENTATION**

- 16. This policy shall be posted on the website.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Investments	Policy number	C013
Policy Reference <i>Finance and Assessment</i>		MGA	

**PURPOSE**

To establish a policy that guides the responsible investment of the Town of Killam’s reserve funds in accordance with the provision established by the *Municipal Government Act* and any applicable finance policies.

**DEFINITIONS**

*“Reserve fund” means savings or other highly liquid asset set aside for meeting future expenditure.*  
*“Investment” means the process of investing surplus cash for a return.*

**POLICY**

Acting in the best interest of the Town of Killam ratepayers, Council will authorize Administration regarding the investment of surplus or reserve funds to generate the best return that can be earned within the constraints established by the *Municipal Government Act* and applicable finance policies.

**IMPLEMENTATION**

1. The Town can only invest in those securities allowed in the Municipal Government Act.
2. This policy shall be posted on the website.
3. Policy 5.9 is hereby repealed.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

<b>Title</b>	Recreation charges	<b>Policy number</b>	C015
<b>Policy Reference</b> <i>Finance and Assessment</i>			

**PURPOSE**

To establish a policy for the administration fee of the operation of the Agriplex facility.

**DEFINITIONS**

N/A

**POLICY**

- Administration of the Agriplex will be done by the Town Administration for an annual fee ~~\$6,000~~ \$5,000 per year.
- All other service rendered will be charged to the Recreation Board as a book figure only.

**IMPLEMENTATION**

- This policy shall be posted on the website.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Land Sale Policy	Policy number	C016
Policy Reference <i>Finance and Assessment</i>		MGA	

**PURPOSE**

To ensure that the sale of any Town owned lands shall utilize a consistent and transparent process and maximize the financial benefit to the Town and lands shall be sold at fair or greater than fair market value as defined within the Policy.

**DEFINITIONS**

*“CAO” means the Chief Administrative officer of the Town of Killam.*

**POLICY**

The CAO shall ensure that the sale of lands is consistent with the Policy Statement.

1. There shall be five (5) methods of selling of lands, as determined by the CAO as follows:
  - a. Placement on the market through a general listing with the (preferably local) realtor. When the land being sold is sufficiently significant to likely warrant interest from outside of the community, a regional or national realtor may be engaged. Selection of the realtor shall be done in accordance with the Purchasing Policy to ensure the Town receives a competitive price; or
  - b. A public auction that is:
    - i. held by a professional auctioneer; and
    - ii. advertised by the auctioneering company; and
    - iii. as a minimum reserve bid price to be determined prior to the auction; or
  - c. A public sale that:
    - i. is advertised a minimum of two (2) weeks prior to the sale in a local newspaper, and through other means including electronic or website notification, posted public notice, or another format acceptable to CAO; and
    - ii. has a minimum reserve bid price that is determined prior to the sale; and
    - iii. has a closing date for the submission of offers or bids; and
    - iv. is determined through bids or offers received in sealed envelopes and date stamped on receipt by the Town; or
2. A public posting on the internet that:
  - a. is accessible by the public (e.g. Town website); and

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

- b. has a minimum price determined prior to public posting; and
  - c. is sold to the first bidder that meets the minimum sale price and any sale conditions; or
3. Council by resolution, authorizes the CAO to conduct a sale through a sole source process, and to negotiate directly with a third party for the sale of the lands, provided that an independent appraisal, satisfactory to the CAO, has been prepared. Any such sale through a sole source process shall be advertised to allow the public to comment on the proposed sale. If the change of use is initiated by a third party, the CAO shall conduct a re-appraisal with the costs being borne by the third party.
4. All listings shall include the following information:
  - a. Property Description;
  - b. Legal Land Location;
  - c. Property Size;
  - d. Current Zoning;
  - e. Road Access;
  - f. Services;
  - g. Offsite Levies; and
  - h. Appraisal Value.
5. All lands offered for sale shall have an appraisal completed based on the principle of market value as estimated by an independent accredited appraiser, and if the land for sale is not sold within one (1) year from the date on which the appraisal is made, a new appraisal may be obtained before the property is sold.
6. An appraisal shall not be disclosed to the public until after the sale of the property has been completed if such disclosure could reasonably be expected to prejudice the economic interests of the Town or could reasonably be expected to be injurious to the financial interests of the Town.
7. If the land being sold is:
  - a. a road right-of-way;
  - b. a Municipal Reserve (MR);
  - c. a Municipal and School Reserve (MSR);
  - d. a Community Services Reserve (CSR); or
  - e. An Environmental Reserve (ER) parcel.

The sale shall be approved by Council pursuant to the relevant provisions of the Municipal Government Act or any other enactment relative to the land.

8. If the land being sold is a closed road right-of-way, landowners adjacent to the closed portion shall be consulted to determine their interest in purchasing a closed road right-of-way.

---

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

9. As part of any sale, the CAO shall impose any limitations, terms, or conditions on the sale deem necessary, to ensure that the intent of this Land Sales Policy is met, including but not limited to:
  - a. Offers to purchase be accompanied by a deposit of a percentage of the offer in cash, certified cheque, or money order;
  - b. Deposits be applied to an accepted offer or refunded if the offer is refused;
  - c. Default or purchaser cancellation shall result in forfeit of the deposit;
  - d. Should a bid or offer be submitted through a realtor, there will be no commission paid by the Town to the realtor, unless previously agreed upon;
  - e. A requirement to develop the lands within a specified time frame;
  - f. A First Right of Refusal to purchase the lands within a specified time frame if they are offered for resale; and/or
  - g. A re-purchase or transfer back provision if development is not undertaken within a specified time frame.
  
10. If the minimum or reserve price is not received for land offered for sale to the general public at a public auction, sale or bid, the land shall not be sold.
  
11. The proceeds from the sale of non-reserve lands shall be allocated to a Town reserve as directed by Council.
  
12. A description of land sold shall be removed from the Town’s tangible capital asset schedule and from any insurance policies.
  
13. Double-lot purchases to occupy one residence will only be allowed on residential lots, developed by the Town of Killam, with a condition that the smallest total allowable square footage for all development on the property be 3000 sq. ft.

**IMPLEMENTATION**

18. This policy shall be posted on the website.
19. Existing policy 7.11 is hereby repealed

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED	April 26, 2018	

\_\_\_\_\_  
 Ben Kellert  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Water and Wastewater Rates	Policy number	C017
Policy Reference <i>Financial and Assessment</i>		Town of Killam Utility Rates Bylaw MGA	

**PURPOSE**

To establish a policy related to the provision of water and wastewater services. The Utility Rates Bylaw establishes the rates for Water and Wastewater services.

**DEFINITIONS**

N/A

**POLICY**

**Water**

1. A customer will be charged \$50.00 when the water valve is turned on or off.
2. The Town PW Superintendent is to notify the office of the date the valve is turned on or off.
3. Landowner will be charged a new connection fee for water and sewer in the amount of \$100, effective January 1, 2015.
4. Landowners of new construction or that require a new water meter will be charged a cost recovery rate for the new water meter (Meaning that whatever the cost of the meter is to the Town, will be invoiced to the Landowner) effective January 1, 2016.

**Bulk Water**

1. Bulk water is for sale to any consumer. Bulk water charge is \$8.00 per cubic metre.

**Late Payment Penalties**

1. If an account remains unpaid after being in arrears for 3 months, the said service charges shall be:
  - a) debt recoverable by action
  - b) recoverable by distress upon and seizure of the goods and chattels of either the owner or purchaser of the property served and
  - c) a lien upon the property and subject to the same penalties and collectable in the same manner as taxes.
2. The CAO is authorized to transfer any customer outstanding utility bills under \$500 to that property tax account.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

**IMPLEMENTATION**

1. This policy shall be posted on the website.
2. Existing policy 10.2 is hereby repealed.

	Date	Resolution Number
APPROVED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial



Title	Unpaid Utility Accounts	Policy number	C018
Policy Reference <i>Finance and Assessment</i>		<i>Town of Killam Utility Rates Bylaw</i>	

**PURPOSE:** To establish a policy that authorizes administrative actions on unpaid Town of Killam utility accounts.

**DEFINITIONS**

“Member/customer”: the person or business indicated on the utility account

“Penalty”: the penalty indicated in the Town of Killam Utility Bylaw

**POLICY**

**Timing**

- a) Utility Account 30 days Overdue:
  - a. A penalty shall be applied to the outstanding account balance.
- b) Utility Account 60 days Overdue:
  - a. A penalty shall be applied to the outstanding account balance; and
  - b. A First notice will be given to the member/customer that shut off will occur if left unpaid after 90 days
- c) Utility Account 75 days Overdue:
  - a. A Second notice will be given to the member/customer that shut off will occur if left unpaid after 90 days.
- d) Utility Account 90 days Overdue:
  - a. A Final Shut off notice will be hand delivered or hung on the door of the member/customer that after 3 working days the utility will be shut off.

**Information on Shut off Notice**

Every shut off notices will include the following information:

- a) Distributor contact numbers;
- b) Contact numbers of the Government Agencies which can provide financial assistance to the customer;
- c) Fees related to reinstate service if it is shut off; and
- d) Contact numbers for reconnect procedure.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

**Shut off Procedure**

- a) Every reasonable effort should be made to ensure children, physically or mentally impaired are not traumatized by the shut off.
- b) Winter shut offs should not be done without an adult member/customer being present at the time of the shut off.

**Previously Shut off service**

- a) Prior to November 1 or sooner, if weather dictates, each service which has been shut off should be contacted either by telephone or personal visit to assess the member/customer current situation.
- b) If suitable payment arrangements cannot be made and alternate heating has not been installed, the member/customer should be advised to contact Alberta Supports Contact Center for assistance.

**Documentation**

- a) Every step of the shut off procedure should be documented including phone calls and visits to the property.

**IMPLEMENTATION**

- 20. This policy shall be posted on the website.
- 21. Previous policy 10.3 is hereby repealed.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Garbage Rate application	Policy number	C019
Policy Reference Finance and Assessment		Town of Killam Utility Rates Bylaw MGA	

**PURPOSE:** To establish policies related to the removal of garbage. Garbage rates are established under the Utility Rates Bylaw.

**DEFINITIONS**

**POLICY**

**Garbage**

- Garbage rates will apply to all property. No exceptions will be made for vacant residences, buildings etc. either permanent or temporary.
- The full garbage rate will be charged as the total garbage requisition is being recaptured on a user fee.

**IMPLEMENTATION**

- 22. This policy shall be posted on the website.
- 23. Existing policy #10.2 is hereby repealed

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Killam Municipal Library Board Administration Fee	Policy number	C020
Policy Reference <i>Municipal Finance</i>			

**PURPOSE**

To ensure fair and reasonable remuneration for undertaking the administrative responsibilities of the Killam Library Board.

**DEFINITIONS**

*“Killam Library Board” means the independent entity responsible for governing the operation of the Killam Library.*

**POLICY**

The Town will charge the Killam Municipal Library a \$1,500.00 per annum to assume the administration responsibilities.

The Town has the right to consider waiving the administration fee.

**IMPLEMENTATION**

1. This policy shall be posted on the website.
2. Policy 3.4 shall be repealed.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
Bud James  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Sedgewick Killam Natural Gas System Administration Fee	Policy number	C021
Policy Reference <i>Municipal Finance</i>			

**PURPOSE**

The purpose is to ensure fair and reasonable remuneration for undertaking the administrative responsibilities of the Sedgewick Killam Natural Gas System (SKNGS).

**DEFINITIONS**

*“Sedgewick Killam Natural Gas System” means the entity that provides natural gas to the Town.*

**POLICY**

The Town of Killam will charge the Sedgewick Killam Natural Gas System a \$6,000 per annum administration fee.

**IMPLEMENTATION**

1. This policy shall be posted on the website
2. Policy 3.3 shall be repealed.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
Ben Kellert  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Killam Cemetery Board Administration Fee	Policy number	C022
Policy Reference		Municipal Finance	

**PURPOSE**

To ensure fair and reasonable remuneration for undertaking the administrative responsibilities of the Killam Cemetery Board.

**DEFINITIONS**

“Cemetery Board” means independent entity responsible for the governance of the Killam Cemetery Board.

**POLICY**

The Town of Killam will charge the Killam Cemetery a \$1,000 per annum administration fee.

**Cemetery Rates** (Bylaw 841 – Rates and Fees)

Cremation Plot .....	\$100.00 + GST
Burial Plot .....	\$200.00 + GST
Burial Opening and Closing grave (summer) .....	\$550.00 + GST
(winter).....	\$750.00 + GST
Cremation Opening and Closing (summer) .....	\$100.00 + GST
(winter) .....	\$150.00 + GST
Concrete Liner (required for Killam Cemetery) .....	\$550.00 + GST
Monument Permit.....	\$25.00

**IMPLEMENTATION**

1. This policy shall be posted on the website
2. Policy 3.2 shall be repealed.

	Date	Resolution Number
APPROVED	April 19, 2017	
AMENDED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Annual Budget	Policy number	C0023
Policy Reference <i>Municipal Finance</i>		MGA	

**PURPOSE**

To approve the annual budget template and the process for preparation.

**DEFINITIONS**

*“Annual Budget” means the annual budget to be presented to Council in the format attached.*

**POLICY**

1. The Annual Budget for the Town will be completed prior to December 31 the prior year.
2. The attached budget template will be used for the preparation and presentation to Council.
3. The annual budget approved by Council may be adjusted after receipt of the Education requisition from the Province of Alberta.
4. The budget will be a balanced budget and be used for the calculation of the annual mill rates for property taxation and the other user fees established by Council.
5. The CAO in preparation of the budget for Council will engage the senior staff of the Town to ensure the overall budget considers all aspects of The Town’s revenue potential annual expenditures.

**IMPLEMENTATION**

24. This policy shall be posted on the website.

	Date	Resolution Number
APPROVED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	10 Year Capital Budget	Policy number	C025
Policy Reference	MGA		
<i>Municipal Finance</i>			

**PURPOSE**

To establish a policy for long term budget for the prudent management of the Town’s infrastructure.

**DEFINITIONS**

*“10-year Capital Budget” will be in the format as attached in appendix A.*

**POLICY**

1. The 10-year Capital Budget for the Town will be updated annually prior to December 31.
2. The attached Capital budget template will be used for the preparation and presentation to Council.
3. The Capital budget will indicate the future capital expenditures and the funding sources.
4. Funding sources will include property tax requirements, grants, transfers, reserve, and/or future borrowing.
5. The Capital budget will also indicate the expected annual operating costs after the capital project has been completed.
6. The CAO in preparation of the Capital budget for Council will engage the senior staff of the Town to ensure the overall Capital budget considers all capital assets that need replacement, renovation and new facilities.

**IMPLEMENTATION**

25. This policy shall be posted on the website.
- 26.

	Date	Resolution Number
APPROVED		
AMENDED		

\_\_\_\_\_  
 Bud James  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial



Title	Enterprise Risk Management (ERM)	Policy number	C005-26
Policy Reference <i>Municipal Finance</i>		MGA	

**PURPOSE**

To implement a continuous, proactive and systematic approach to risk management that involves the Council, management and staff.

The Town’s risk management processes are designed to identify potential risks and opportunities that may affect the achievement of its objectives, and to manage these within an agreed upon range of risk tolerances.

The purpose is to set out the Town’s overall expectations for risk management and the parameters in which it will be conducted. This policy is not intended to be descriptive or prescriptive of risk management approaches. Rather, it is intended to provide guidance on the principles for the practice of risk management for the Town.

**DEFINITIONS**

*“Risk management” means an approach that is applied strategically and appropriately to provide reasonable assurance that the Town will achieve its legal responsibilities and overall objectives.*

**POLICY**

**General Provisions**

Context

1. The Town provides local government service to the citizens within the boundaries of the Town. The consequences of the services activity may have material health, social and financial implications for its citizens.
2. The context in which the Town works requires a tolerance of risk which may pose threats to success and offer opportunities for innovation. To achieve its objectives, the Town must evaluate both risks and opportunities in a manner sensitive to where it works and what it is trying to achieve while exercising good stewardship over the resources entrusted to it.
3. The Town believes risk taking is a necessary and accepted part of its business. As such, it takes risks knowingly, and manages them in a responsible, informed manner. Resources available to mitigate risks are finite, and informed decision-making is required to sensibly and practically manage risks to acceptable levels. This means balancing the needs to probity and innovation within an agreed set of

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

accountabilities and expectations. To do this, management sets and communicates tolerance levels for risk strategically and at the program, operational and corporate levels.

4. The management of risk in all areas of the Town needs to be integrated so that all levels of risk management activities support each other. The Town's risk management strategy is led from the top and is embedded in the normal working routines and activities of the Town. All staff should be aware of the relevance of risk to the achievement of their objectives.

### Objectives

1. The objectives of risk management are to enhance the ability of the organization to meet its objectives while protecting the interests of its citizens. Risk is the combination of probability and impact of future actions and events with both negative and positive consequences. Good management of risk will allow the Town to:
  - a. Be more confident in the level of achieve of its risk objectives;
  - b. Effectively contain threats to acceptable levels; and
  - c. Take information decisions about exploiting opportunities.
2. The Town takes an effective and reasonable approach to risk management by:
  - a. Applying a continuous proactive and systematic approach to identifying, assessing, managing and monitoring risks.
  - b. Setting and communicating risk tolerance levels to guide management and identified risks.
  - c. Ensuring that the Town's Council, Management and staff understand their roles and are well equipped to undertake the effective management of risk at an appropriate manner at each level of the organization.
  - d. Recognizing that the management of risk is not a linear process, that risk and risk management activities are interrelated and need to be managed in an integrated manner to balance the interrelated elements and to ensure that there are no gaps in risk management practices.
  - e. Understanding and managing risks through a combination of programmed and operational interventions applied in a systematic risk management framework.
  - f. Ensuring that risk management outputs are considered during the development of the Town's operating budgets, capital budgets, resource allocations, project plans, day to day operations and generally in all decision-making processes.

### **Risk Management Framework**

1. The Town Risk Management Framework has four key elements:
  - a. Establish the context – define the area of responsibility in which the risks are to be identified. For the Town, this could be for operation risk (day to day operation of a department, or a special project such as development of a land bank), or for strategic risk

\_\_\_\_\_Initial

\_\_\_\_\_Initial

- (i.e. overall financial risks). The product of this step is a context paper to be used as the scoping document for the department's risk assessment.
- b. Assess risks – identify risks with the scope defined in the context paper. Then assess the ranking of the risk, by determining the likelihood of the risk event occurring on a scale of 1 to 5 and the consequences to the department and to the Town as a whole (again on a scale of 1 to 5). Derive the risk weighting by multiplying the likelihood and consequence. List controls in place to mitigate risk likelihood or impact and evaluate if more action is required. List potential future mitigations as well. The product of the risk assessment is a risk register to be maintained by the CAO.
  - c. Treat risks – prioritize risks based on risk weighting. For each, determine if the risk is to be actively treated, monitored, or avoided. Prepare action plans for the risks to be actively treated and execute the plans.
  - d. Monitor and review – periodically review the risk registers and adjust the lists of risks and their weightings as necessary; update controls and mitigations as treatment plans are executed.

### Guiding Principles for Risk Tolerance

1. Throughout the Town, management sets boundaries to provide guidance to staff on acceptable limits of risk in their particular areas. Specific guidance and directives on ethics and values are found in the Towns Policy on Ethics and Code of Conduct. The Town's overall risk appetite and risk tolerance will be determined by the Council.

### Risk Tolerance

2. The Town will avoid risks in the following areas:
  - a. For the Town to achieve its legislative responsibilities, it must remain a functioning and appropriately resourced organization. Any risk that significantly impacts the ability of the Town to remain a viable and effective organization and cannot be adequately managed to reduce its possible occurrence to the lowest level of probability, is unacceptable and is to be avoided.
  - b. The Town adheres to the highest ethical standards in all its activities. It has no tolerance for illegal activities in its own operations or in its dealings with contractors.
  - c. Those that impact the health and safety of its employees.
3. The Town will tolerate limited risk in the following areas:
  - a. The Town has extremely limited tolerance for risks that may adversely affect the reputation of the Town.
  - b. The Town exercises probity and good stewardship of its public resources. Risks that affect the soundness of financial management must be managed to ensure the effectiveness and long-term sustainability of the Town.

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

- c. The Town values accurate, available, timely and useful information. It has a low risk tolerance for anything that impacts its ability to obtain, store, manage, and report its information.
- d. The Town's ability to attract and retain high caliber staff has a critical impact on the ability of the Town to achieve its legislative responsibilities and must be assured.
- 4. The Town has developed a model that provides guidance when assessing risk to determine the prioritization and risk management strategies.
- 5. Risk management involves the Council, management and staff; everyone has a role to play.

#### Governance Roles

##### **6. Council:**

- a. Approves the Town's Risk Management Policy which includes establishing the acceptable risk tolerances.
- b. Provides oversight of the processes and controls in place to identify, manage and monitor risks and opportunities to the Town.
- c. Reviews summary risk reports on a scheduled basis as part of its agenda.
- d. Considers risk in its own decision making process.

##### **7. Audit and Finance Committee:**

- a. Review the Town's Risk Management policy on an annual basis and recommended changes to the Council for approval.
- b. Seeks assurance that the processes and controls are in place to identify, manage and monitor the risks and opportunities of the Town.
- c. Receives internal and external risk management reporting (i.e. Towns risk profile, summary of risk reports/registers, etc.) and provides advise to the Council on the effectiveness of the Town's risk management processes and controls; and
- d. Provides guidance, to management, on the Town's risk management and assurance processes.

#### Administrative Roles

##### **8. Chief Administrative Officer:**

- a. Is responsible for leading, communicating and setting the tone for good risk management;
- b. Assigns risk management roles and responsibilities amongst administration;
- c. Ensures clear and open communications on risk tolerance levels;
- d. Ensures the reporting to the Audit and Finance Committee and the Council of complete and accurate information on current and emerging risks using both regular and special means and a variety of sources (audit reports, external reviews, etc.); and

---

\_\_\_\_\_Initial

\_\_\_\_\_Initial

- e. Ensures advice and assurance on the appropriateness of risk management processes and practices are provided.

**9. Assistant Chief Administrative Officer:**

- a. Facilitates and coordinates the Town's overall approach by facilitating the creation of corporate risk registers by department or project and then ensures regular review and updating of the registers is adhered to;
- b. Ensures that processes and controls within the Town's risk management framework are adhered to;
- c. Supports and advises all of the Town's risk management participants of the Town's risk management approach and communications strategy;
- d. Provides training, tools and support to the Town;
- e. Prepares monitoring and summary risk reports to the CAO, Audit and Finance Committee, and Council;
  
- f. Identifies the principle risks to the Town;
- g. Reviews, scrutinizes, provides feedback and generally provide management perspective of the departments and project risk registers developed and maintained;
- h. Reviews and updates the Corporate risk register; and
- i. Ensures that the risks are managed, controlled or mitigated to the accepted tolerance levels and that those risk mitigation strategies are considered in the development of the annual budgets and resource allocation.

**10. Staff:**

- a. Provides leadership and demonstrate accountability for risk management in their respective areas of responsibility;
- b. Ensures processes and controls within the Town's framework are adhered to;
- c. Identifies and assesses functional and corporate level risks. In addition, identify controls in place to minimize risk and potential mitigation strategies;
- d. Clearly communicates risk tolerance information amongst staff and contractors so that expectations and limits are clear;
- e. At regular staff meetings, reviews department risk registers and update as required, to ensure the Assistant CAO is updating the department risk registers;
- f. Participates in Town risk exercise and openly use and share risk information to assist in the integration of risk management strategies, practices and processes;
- g. Stays informed on Council and the CAOs expectations and tolerances with respect to risk management;
- h. Shares information about risk, including any new or emerging risks, with the Assistant CAO; and
- i. Considers and manages risk in their day to day work.

---

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Appendices

Schedule A - Corporate Risk Assessment

Schedule B - Risk Assessment Operational Plan

Schedule C - Scale for likelihood and consequences

**IMPLEMENTATION**

- 3. This policy shall be posted on the website
- 4. Policy - New

	Date	Resolution Number
APPROVED	<a href="#">June 15, 2017</a>	
AMENDED		
AMENDED		

\_\_\_\_\_

Bud James

Mayor of the Town of Killam

\_\_\_\_\_

Kimberly Borgel

CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

Title	Town Lot Purchase Discount Policy	Policy number	C027
Policy Reference	MGA		

**PURPOSE**

The Town of Killam has adopted policy to encourage immediate development on lots purchased from the Town of Killam.

**POLICY**

1. The Council of the Town of Killam shall establish the listed price for each and every property that the Town of Killam has available for sale, this price established for each lot shall be exclusive of GST.
2. The administrator may accept an offer to purchase an individual lot provided the price offered is the same as the price established by Council and provided the lot will be developed in a satisfactory manner (normally this will mean construction to commence within 2 months of date of purchase and completion expected within 12 months of date of purchase however the Administrator may vary these dates depending upon season). Individual offers for lots varying from the listed price shall be referred to Council.
3. The Administrator may offer to a prospective purchaser of a lot an incentive package which is a discount off the asking price as follows:
  - a) 5% off asking price provided the development and building permit applications are submitted in a satisfactory manner and have been approved within 60 days of the date of offer;
  - b) A further 5% discount off the original asking price providing the building or residence is completed and occupied and has had final inspections performed by Superior Safety Codes Inc. and all deficiencies have been corrected and this has been done within 365 days of offer to purchase.
4. The total discounts, authorized under point 3, shall not exceed 10% of the lot purchase price (excluding GST) and will not be compensated to the purchaser as a cash rebate but will be paid by way of credit toward the first property taxes that will be incurred.
5. The purchaser will be given the details at the original offer date and the dates he has to meet to obtain the discount(s).

\_\_\_\_\_Initial

\_\_\_\_\_Initial

- a) Any requests for extension of these dates are to be referred to Council.
- b) The actual transfer of land title shall not be provided by the Administrator until the land has been fully paid for and the Development Permit has been applied for, paid for and has been approved, either by the Development Officer OR the Municipal Planning Commission as required.
- c) All costs for the Transfer of Land Title shall be paid by the purchaser.
- d) The discount is not available to those purchasers who would choose to use policy C003 Community Improvement Consolidation (CIC) Program. The Administrator will assist the purchaser in determining which option will constitute the most cost savings.

**IMPLEMENTATION**

27. This policy shall be posted on the website.

	Date	Resolution Number
APPROVED	August 8, 2019	
AMENDED		

\_\_\_\_\_  
 Ben Kellert  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial



Title	Asset Management Policy	Policy number	C028
Policy Reference	MGA		

**POLICY STATEMENT**

Asset management is a coordinated and adaptive approach which involves all departments of the Town of Killam to deliver sustainable services by effectively operating and maintaining infrastructure assets. This Asset Management Policy outlines the key asset management principles to be implemented across the municipality.

**SCOPE**

The Town of Killam delivers services to its ratepayers by managing a wide variety of infrastructure assets. These assets require financial investment for installation, maintenance, renewal, and disposal costs throughout their life cycle. The asset registry, which documents relevant asset information, is subject to change on a yearly basis as the municipality invests in new assets and disposes old assets. This Asset Management Policy applies to all infrastructure assets owned by the municipality.

**PURPOSE**

The purpose of the Asset Management Policy is to outline asset management practices specifically curated to meet the needs of the Town of Killam. These practices will encourage long-term economic sustainability, dependable service delivery, and centralized data management into a consolidated resource to be utilized by the municipality.

This policy will:

- a) Provide high-level principles used to guide asset management initiatives throughout the organization while considering current and future service needs.
- b) Allow for a coordinated, cost effective, and organizationally sustainable approach to asset management processes and decision making.
- c) Provide principles and criteria to demonstrate Environmental and Fiscal stewardship for the municipality.

**ROLE OF ASSET MANAGEMENT POLICY**

The Role of the Asset management policy is to define the fundamental principles that the municipality is trying to achieve with the adoption of asset management. Along with the Asset Management Policy, other key asset management components are the Asset Management Strategy and the Asset Management Plan. The distinction and relationship between these documents are listed below:

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

- Asset Management Policy – defines the principles of Asset Management
- Asset Management Strategy – defines how the municipality plans to achieve the Asset Management Policy
- Asset Management Plans – defines the specific operational actions required to achieve the overall Asset Management Strategy

## PRINCIPLES

The principles of the Asset Management Policy as described below. In the implementation of this policy, the Town of Killam shall:

### SERVICE DELIVERY TO CUSTOMERS AND INFORMATION MANAGEMENT

- a) Define levels of service to meet needs of community, considering quality of life, minimizes long-term costs with respect to infrastructure asset management.
- b) Deliver the defined levels of service to the municipality by managing infrastructure assets efficiently and effectively.
- c) Be accountable and transparent to the community with defined levels of service and service performances.
- d) Ensure levels of service are compliant with Council’s strategic objectives and the community’s needs.
- e) Monitor and periodically review defined levels of service and the impact on the community.
- f) Comply with all relevant legislative, statutory and regulatory requirements.
- g) Develop and maintain asset inventories for all infrastructure assets.

### SUSTAINABILITY AND ENVIRONMENTAL ADAPTABILITY

- a) Develop business cases which consider risk and long-term costs associated with delivering the defined levels of service.
- b) Consider the current generations and future generations needs when incorporating strategic risk into asset management decision making.
- c) Incorporate a triple bottom line approach, considering the socio-cultural, environmental and economic outcomes.
- d) Consider the potential impacts of climate change effects and other significant environmental considerations. In doing so, consider how increased frequency and severity of climatic events may directly affect level of service delivery. Where appropriate, the Town of Killam shall adopt a proactive approach to mitigating the potential impacts of climate change.

---

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

#### HOLISTIC AND INTEGRATED DECISION MAKING

- a) Coordinate and promote collaboration between appropriate departments, business units, and functions in order to build strong working relationships throughout the asset management decision making process. These departments and functions include planning, engineering, operations and maintenance, finance and other strategic and long-term community planning and budgetary functions.

#### FISCAL RESPONSIBILITY

- a) Develop and maintain a long-term financial plan which considers relevant investment needs, funding requirements and revenue projections to promote the long-term financial sustainability of the municipality.
- b) Consider the financial impacts on current and future generations and promote social and inter-generational equity.
- c) Develop and implement processes to ensure investment needs are addressed efficiently and effectively.
- d) Aim to minimize the long-term cost and balance risks when deciding to build, renew, and/or replace an asset.
- e) Implement efficient maintenance strategies that consider sustaining the defined levels of service and mitigate asset risk and maximize asset value
- f) Comply with all the regulatory and statutory financial tracking and reporting requirements.

#### CONTINUOUS IMPROVEMENT

- a) Monitor and consider improvements to the asset management's processes, including this policy, to improve the effectiveness in achieving the municipalities strategic objectives. Changes to the asset management processes shall be made where applicable.
- b) Focus on incorporating novel or innovative tools, techniques, and solutions to promote the long-term efficiency and effectiveness of service delivery through asset management process.
- c) Periodically review and assess the organizations asset management competencies and provide the necessary support, education, and training to relevant staff.

#### RESPONSIBILITIES

##### COUNCIL

- a) Approving Asset Management Policy
- b) Support strategies and plans that are developed to implement the Asset Management Policy
- c) Articulates community values and define priorities

---

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

- d) Approve the funding and resources to implement the AM Policy and associated requirements
- e) Supports Asset Management system to approving funding through multi-year and long-range financial plans
- f) Authorizes the CAO to form a corporate asset management steering committee to implement asset management system across the organization

#### CHIEF ADMINISTRATION OFFICER

- a) Ensures and oversees corporate adoption of asset management policy, processes and strategies
- b) Establishes an asset management steering committee
- c) Appoints the cross-functional representatives from relevant departments to serve on the steering committee as well as chair of the steering committee
- d) Reviews all asset management information prior to presentation to Council
- e) Asset Management Steering Committee
- f) Provides a forum for discussion and development of asset management policy, strategy, plans and processes
- g) Encourages the collaboration and integration between different business areas to achieve efficiency and effectiveness in service delivery
- h) Provides a forum for learning, information sharing and co-education opportunities
- i) Leads the development of corporate asset management tools and practices and monitors their application across the organization Town of Killam Asset Management Policy

#### DEPARTMENT MANAGERS

- a) Lead the adoption of the Asset Management policy within their departments
- b) Allocate appropriate resources for implementation of the policy and associated processes
- c) Liaise with asset management steering committee

#### CORPORATE FINANCE

- a) Provides financial direction and support to the departments and asset management steering committee
- b) Develops and maintains the required financial plans and records in accordance to the asset management policy and regulatory and statutory requirements

#### DEFINITIONS

**Asset Management:** the process of making decisions about the use and care of infrastructure to deliver services in a way that considers current and future needs, manages risks and opportunities, and makes the best use of resources.

---

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

**Asset:** A physical object that is a significant economic resource and provides the delivery of a program or service.

**Asset Register:** A list of all the municipalities assets including details such as condition, location, and level of service.

**Level of Service:** a measure of the quality, quantity, and/o reliability of a service from the perspective of residents, businesses, and customers in the community.

**Risk:** events or occurrences that will have undesired impacts on services

**Asset Risk:** events where an asset fails to perform as it was designed/needed to

**Strategic Risk:** events or occurrences that impact the ability to achieve strategic and service objectives

**Life-cycle:** the time interval that commences with the identification of the need for an asset and terminates with the disposal of the asset

**Long-term cost (Life-cycle cost):** the financial and human resources required throughout the life cycle of the asset

**Long-term financial Plan:** a plan that documents the process of aligning financial capacity with long-term service objectives.

	Date	Resolution Number
APPROVED	Oct. 15, 2020	
AMENDED		

\_\_\_\_\_  
Ben Kellert  
Mayor of the Town of Killam

\_\_\_\_\_  
Kimberly Borgel  
CAO of the Town of Killam

\_\_\_\_\_Initial

\_\_\_\_\_Initial

Title	Property Damage or Injury Compensation Policy	Policy number	C029
Policy Reference		MGA	

**POLICY STATEMENT**

The Town of Killam will only compensate damages when it is legally liable for the damage sustained, as stipulated in the Municipal Government Act of Alberta and other provincial legislation. This approach helps to reduce costs for the taxpaying public who ultimately bear the cost of these claims.

**PURPOSE**

The purpose of the Property Damage or Injury Compensation Policy is to establish that any payment in respect to property damage or bodily injury made by the Town of Killam is contingent upon the Town being determined to be legally liable. It is to clearly outline when and in which situation/incidents will be compensated for by the Town of Killam.

**DEFINITIONS**

**“Complainant”**: means the party who makes the complaint regarding the alleged property damage or injury.

**“Town”**: means the Town of Killam.

**GUIDELINES**

1. In cases of property damage, the Town shall recommend to the Complainant that they contact their insurance company or broker. Should the provider believe that the Town is responsible for damage, they will pursue recovery on the complainant’s behalf.
2. If the Complainant has suffered property damage or injuries to their person and believes they can demonstrate that the Town is responsible, a claim for review shall be submitted to the Town for consideration.
3. A claim shall include the following information:
  - a) Name of persons involved and contact information
  - b) Location of incident
  - c) Date and time of incident
  - d) Description of damaged property/injury
  - e) Cause of damage or injury
  - f) To whom and when the incident was first reported

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial

- g) Explanation of why the Town is responsible for the damage or injury
- h) Description of what the Complainant is seeking for the Town

The attached sample form may be used for the claim.

4. Investigations shall be conducted for any claims received and shall include the following considerations:
  - a) Facts regarding the alleged loss
  - b) The applicable law
  - c) Determining legal responsibility and negligence
  - d) The Complainant’s role in the event
  - e) The nature and extent of damages
  
5. Resolutions to a claim may include the following:
  - a) Transferred to the responsible party (ie: Contractor)
  - b) Denial where there is no evidence of Town negligence
  - c) A negotiated settlement or reimbursement of damages
  
6. The Town shall advise the Complainant of the outcome of the investigation in writing within 30 days.

	Date	Resolution Number
APPROVED	Sept 8/22	121.09.08.22
AMENDED		

\_\_\_\_\_  
 Ben Kellert  
 Mayor of the Town of Killam

\_\_\_\_\_  
 Kimberly Borgel  
 CAO of the Town of Killam

\_\_\_\_\_ Initial

\_\_\_\_\_ Initial