



AGENDA

REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON TUESDAY, OCTOBER 12, 2021 AT 3:30 PM.

	<u>MOTION</u>
1. CALL TO ORDER	
2. ADOPTION OF THE AGENDA	X
3. ADOPTION OF THE MINUTES	
ITEM No.3.1 Minutes of Regular Meeting of Council: September 27, 2021	X
4. BUSINESS ARISING FROM THE MINUTES	
ITEM No.4.1 Firemen's Bonspiel	X
5. BYLAWS	
6. ACTION ITEMS	
ITEM No.6.1 2022 Operating Budget	X
ITEM No.6.2 Easement Request for 5210 49 Avenue - Lot 7, Block 10, Plan 5638L.	X
ITEM No.6.3 Taber Christian School Lane Way Drainage Improvement	X
ITEM No.6.4 Operating Reserves Program	X
ITEM No.6.5 Solar PV System - Aerated Lagoon Site	X
ITEM No.6.6 Proposed Chief Administrative Officer Performance Evaluation Policy C-13	X
ITEM No.6.7 Information for Council	X
ITEM No.6.8 Standing Item - Council Requests	X
7. DELEGATIONS	
8. MEDIA INQUIRIES	



9. CLOSED SESSION

X

ITEM No.9.1 Discussion with Council
Closed Session to prevent disclosure that could reasonably be expected to reveal consultations or deliberations involving officers of a public body, in accordance with Section 24(1): Advice from officials, of the Freedom of Information and Protection of Privacy Act.

10. OPEN SESSION

X

11. CLOSE OF MEETING

X



Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Minutes of Regular Meeting of Council: September 27, 2021

Recommendation:

Council adopts the minutes of the Regular Meeting of Council held on September 27, 2021, as presented.

Background:

Approval of minutes is in accordance with the *Municipal Government Act*, Section 208.

Legislation / Authority:

Municipal Government Act, Section 208(1)(a)(c).

Strategic Plan Alignment:

N/A

Financial Implication:

N/A

Service Level / Staff Resource Implication:

N/A

Justification:

Approval of minutes is in accordance with the *Municipal Government Act*, Section 208.



Alternative(s):

Council adopts the minutes of the Regular Meeting of Council held on September 27, 2021, as amended.

Attachment(s): Minutes

APPROVALS:

Originated By:
Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____

MINUTES OF THE REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, SEPTEMBER 27, 2021, AT 3:30 PM.

Mayor

Andrew Prokop

Councillors

Garth Bekkering

Jack Brewin

Carly Firth

Mark Garner

Joe Strojwas

Chief Administrative Officer

Derrin Thibault

Staff

Alaa Abdel Khaliq

Lisa DeBona

John Orwa

Gary Scherer

Kerry Van Ham

CALL TO ORDER

Mayor Prokop called the meeting to Order at 3:30 PM.

ADOPTION OF THE AGENDA

Mayor Prokop inquired if there were any additions or deletions to the Agenda.

Mayor Prokop requested the addition of Closed Session Agenda Item 9.6) Offer to Purchase Land, to be in Closed Session to prevent the disclosure of third party business information in accordance with Section 16(1) of the *Freedom of Information and Protection of Privacy Act*.

ADOPTION OF THE AGENDA – CONT'D

Councillor Strojwas requested the addition of Closed Session Agenda Item 9.7) Council Code of Conduct Bylaw 1-2018: Disciplinary Action, to be in Closed Session to prevent disclosure that could reasonably be expected to reveal consultations or deliberations involving officers of a public body, in accordance with Section 24(1) of the *Freedom of Information and Protection of Privacy Act*.

Council discussed the proposed addition of Closed Session Agenda Item 9.7) Council Code of Conduct Bylaw 1-2018: Disciplinary Action. Councillor Strojwas withdrew this requested addition to the Agenda.

MOVED by Councillor Strojwas that Council adopts the Agenda, as amended, to allow for the opportunity to undertake Closed Session items prior to the timing of Delegations at 5:00 PM.

Council did not vote on the motion brought forward by Councillor Strojwas.

RES. 416/2021

MOVED by Councillor Firth that Council adopts the Agenda, as amended, to allow for the opportunity to undertake Closed Session items prior to the timing of Delegations at 5:00 PM; and,

The addition of Closed Session Agenda Item 9.6) Offer to Purchase Land, to be in Closed Session to prevent the disclosure of third party business information in accordance with Section 16(1) of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY

ADOPTION OF THE MINUTES

1) Minutes of Regular Meeting of Council: September 13, 2021

RES. 417/2021 MOVED by Councillor Garner that Council adopts the minutes of the Regular Meeting of Council held on September 13, 2021, as presented.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE MINUTES

1) Traffic Committee Policy Approval

L. DeBona, Engineering and Public Works Administrative Supervisor, presented proposed Traffic Committee Policy ADM-5 to Council.

RES. 418/2021 MOVED by Councillor Brewin that Council adopts the Traffic Committee Policy ADM-5, as presented.

CARRIED UNANIMOUSLY

BYLAWS

None.

ACTION ITEMS

1) Irrigation District Amalgamation

D. Thibault, Chief Administrative Officer, stated that Administration received correspondence from Taber Irrigation District requesting the Town to vote as a stakeholder on the proposed amalgamation of the Taber Irrigation District and the St. Mary River Irrigation District.

Council discussed the proposed amalgamation of the irrigation districts.

RES. 419/2021 MOVED by Councillor Bekkering that Council approves the proposed amalgamation by voting "Yes, I am in favour of the proposed amalgamation" of Taber Irrigation District and St. Mary River Irrigation District.

CARRIED UNANIMOUSLY

2) Chain of Office Policy

M. Brennan, Communications and Projects Coordinator, presented proposed Chain of Office Policy C-12 to Council.

Council discussed the Chain of Office and the proposed policy.

RES. 420/2021 MOVED by Councillor Firth that Council approves Chain of Office Policy C-12 as presented.

CARRIED

3) Department Reports

D. Thibault presented the Department Reports to Council.

RES. 421/2021 MOVED by Councillor Firth that Council accepts the Department Reports for information.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

4) Mayor and Councillor Reports (Verbal)

Mayor and Council presented their verbal reports.

RES. 422/2021 MOVED by Councillor Brewin that Council accepts the Mayor and Councillor Reports for information.

CARRIED UNANIMOUSLY

5) Standing Item - Council Requests

D. Thibault presented the Standing Items – Council Requests to Council.

MOVED by Councillor Strojwas that Council cancels the Regular Meeting of Council to be held on October 12, 2021 due to the proximity of the municipal election on October 18, 2021; and,

Directs Administration to review the Council Procedural Bylaw with the upcoming elected Council to consider the cancellation of all future Council meetings during the month of a municipal election.

Council discussed the proposed motion.

Councillor Strojwas requested a recorded vote.

RES. 423/2021 MOVED by Councillor Strojwas that Council cancel the Regular Meeting of Council to be held on October 12, 2021 due to the proximity of the municipal election on October 18, 2021; and,

Directs Administration to review the Council procedural Bylaw with the upcoming elected Council to consider the cancellation of all future Council meetings during the month of a municipal election.

DEFEATED

258/2021

Meeting Date
9/27/2021

ACTION ITEMS – CONT'D

5) Standing Item - Council Requests – CONT'D

FOR: Councillor Bekkering, Councillor Strojwas, and Councillor Garner.

AGAINST: Mayor Prokop, Councillor Brewin, and Councillor Firth.

RES. 424/2021 MOVED by Councillor Bekkering that Council moves into Closed Session to prevent the disclosure of:

- Applicant personal information that is evaluative for the purpose of determining the applicant's suitability, in accordance with Section 19(1); and,
- Criteria developed for the purpose of contractual negotiations on behalf of a public body, and considerations that relate to those negotiations, in accordance with Section 24: Advice from officials, of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY AT 3:54 PM

CLOSED SESSION

- 1) **Proposed Lease Addendum: Taber & District Chamber of Commerce**
Closed Session to prevent disclosure of criteria developed for the purpose of contractual negotiations on behalf of a public body, and considerations that relate to those negotiations, in accordance with Section 24: Advice from officials, of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, there were the following members of Administration in attendance for Agenda Item 9.1) Proposed Lease Addendum: Taber & District Chamber of Commerce: D. Thibault, Chief Administrative Officer, J. Orwa, Director of Finance, G. Scherer, Director of Engineering and Public Works, and K. Van Ham, Administrative Services Manager.

259/2021

Meeting Date
9/27/2021

CLOSED SESSION – CONT'D

- 2) Board Appointment: Taber Municipal Library Board**
Closed Session to prevent disclosure of applicant personal information that is evaluative for the purpose of determining the applicant's suitability, in accordance with Section 19(1) of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, there were the following members of Administration in attendance for Agenda Item 9.2) Board Appointment: Taber Municipal Library Board: D. Thibault, Chief Administrative Officer, J. Orwa, Director of Finance, G. Scherer, Director of Engineering and Public Works, and K. Van Ham, Administrative Services Manager.

OPEN SESSION

RES. 425/2021 MOVED by Councillor Firth that Council reconvenes into Open Session.

CARRIED UNANIMOUSLY AT 4:37 PM

RES. 426/2021 MOVED by Councillor Bekkering that Council takes a 20 minute break until Delegations at 5:00 PM.

CARRIED UNANIMOUSLY AT 4:38 PM

Council reconvened at 5:00 PM.

DELEGATIONS

- 1) Firemen's Bonspiel**

S. Swarbrick, of the Taber Firefighters Association, presented a request to Council for financial support to be used towards hosting the 62nd Annual AFFCA Provincial Firefighters Curling Championship from January 26-29, 2022 in the Town of Taber.

Council discussed the proposed request.

DELEGATIONS – CONT'D

1) Firemen's Bonspiel – CONT'D

MOVED by Councillor Brewin that Council thanks the Taber Firefighters Association and the Taber Curling Club representatives for their presentation; and,

Supports the Taber Firefighters Association with a \$5,000.00 financial grant from the 2021 Community Grant Program, to be used towards hosting the 62nd Annual AFFCA Provincial Firefighters Curling Championship in January 2022.

Council discussed the funding available in the 2021 Community Grant Program and the 2022 Community Program.

Councillor Bekkering suggested a friendly amendment that the funds come from the 2022 Community Grant Program instead of 2021.

Councillor Brewin accepted the friendly amendment.

RES. 427/2021

MOVED by Councillor Brewin that Council thanks the Taber Firefighters Association and the Taber Curling Club representatives for their presentation; and,

Supports the Taber Firefighters Association with a \$5,000.00 financial grant from the 2022 Community Grant Program, to be used towards hosting the 62nd Annual AFFCA Provincial Firefighters Curling Championship in January 2022.

CARRIED UNANIMOUSLY

DELEGATIONS – CONT'D

2) Taber Lost Paws Society: Request for Financial Assistance

C. Terpstra and L. Hein, of the Taber Lost Paws Society, presented a request for financial assistance to complete the kennel runs and perimeter fencing for their building, and an update on the organizations progress to-date.

Council discussed the financial assistance request and the phases of the project.

MOVED by Councillor Brewin that Council authorizes the financial assistance in the amount of \$25,000.00 to the Taber Lost Paws Society to complete the kennel runs and perimeter fencing of the Lost Paws building, to be included in the 2022 Capital Budget.

Council discussed whether to include the project in the 2022 Capital Budget or to fund from the Capital Reserves.

Councillor Brewin amended his motion to have the funding come from the Capital Reserves.

Councillor Brewin withdrew his previous motion.

RES. 428/2021

MOVED by Councillor Brewin that Council authorizes the financial assistance in the amount of \$25,000.00 to the Taber Lost Paws Society to complete the kennel runs and perimeter fencing of the Lost Paws building, with funding to be taken from the Capital Reserves.

CARRIED

DELEGATIONS – CONT'D

3) Taber and District Housing Foundation: Request for P3 Partnership Financial Assistance

T. Janzen, Chief Administrative Officer for Taber and District Housing Foundation, presented the Cherry and Main affordable housing project and a request for financial or other assistance to be used towards the project.

Council discussed the requested financial assistance and other assistance options presented by the Foundation.

Council discussed the project's projected funding streams.

RES. 429/2021 MOVED by Councillor Bekkering that Council directs that Administration investigates the municipality's debt limit, potential regional interest, and other factors to determine if this is a recommended and viable project, with information to be brought back to a future Council meeting for further consideration.

CARRIED UNANIMOUSLY

MEDIA INQUIRIES

None.

MEDIA INQUIRIES – CONT'D

RES. 430/2021 MOVED by Councillor Brewin that Council moves into Closed Session to prevent the disclosure:

- That could reasonably be expected to reveal information, including the proposed plans or projects of a public body, which could reasonably be expected to result in disclosure of a pending policy or budgetary decision, in accordance with Section 24;
- Of plans related to the management of personnel or the Administration of the municipality that have not yet been implemented, as per Section 24; and,
- That could reasonably be expected to reveal consultations or deliberations involving officers of a public body, in accordance with Section 24(1) of the *Freedom of Information and Protection of Privacy Act*.

CARRIED UNANIMOUSLY AT 5:49 PM

CLOSED SESSION

3) STAR Theatre

Closed Session to prevent disclosure that could reasonably be expected to reveal information, including the proposed plans or projects of a public body, which could reasonably be expected to result in disclosure of a pending policy or budgetary decision, in accordance with Section 24: Advice from Officials of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, there were the following members of Administration in attendance for Agenda Item 9.3) STAR Theatre: D. Thibault, Chief Administrative Officer, J. Orwa, Director of Finance, and R. Torrie, representative of STAR Theatre.

OPEN SESSION

RES. 431/2021 MOVED by Councillor Firth that Council reconvenes into Open Session and takes a 10 minute break.

CARRIED UNANIMOUSLY AT 6:31 PM

RES. 432/2021 MOVED by Councillor Bekkering that Council reconvenes into Closed Session.

CARRIED UNANIMOUSLY AT 6:40 PM

CLOSED SESSION

4) 2022 Operating Budget

Closed Session to prevent disclosure of plans related to the management of personnel or the Administration of the municipality that have not yet been implemented, as per Section 24 of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, there were the following members of Administration in attendance for Agenda Item 9.4) 2022 Operating Budget: D. Thibault, Chief Administrative Officer, J. Orwa, Director of Finance, and G. Scherer, Director of Engineering and Public Works.

5) Council Code of Conduct Bylaw 1-2018: Disciplinary Action Discussion

Council takes the meeting into Closed Session to prevent disclosure that could reasonably be expected to reveal consultations or deliberations involving officers of a public body, in accordance with Section 24(1): Advice from officials, of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, there were the following members of Administration in attendance for Agenda Item 9.5) Council Code of Conduct Bylaw 1-2018: Disciplinary Action Discussion: D. Thibault, Chief Administrative Officer, J. Orwa, Director of Finance, and G. Scherer, Director of Engineering and Public Works.

OPEN SESSION

RES. 433/2021 MOVED by Councillor Firth that Council reconvenes into Open Session.

CARRIED UNANIMOUSLY AT 7:22 PM

RES. 434/2021 MOVED by Councillor Bekkering that Council extends the Regular Meeting of Council for 1 hour.

CARRIED UNANIMOUSLY

RES. 435/2021 MOVED by Councillor Bekkering that Council reconvenes into Closed Session.

CARRIED UNANIMOUSLY AT 7:23 PM

CLOSED SESSION

6) Offer to Purchase Land

Closed Session to prevent disclosure of third party business information, in accordance with Section 16(1) of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, there were the following members of Administration in attendance for Agenda Item 9.6) Offer to Purchase Land: T. Thibault, Chief Administrative Officer, J. Orwa, Director of Finance, G. Scherer, Director of Engineering and Public Works, and K. Van Ham, Administrative Services Manager.

OPEN SESSION

RES. 436/2021 MOVED by Councillor Garner that Council reconvenes into Open Session.

CARRIED UNANIMOUSLY AT 7:36 PM

OPEN SESSION – CONT'D

RES. 437/2021 MOVED by Councillor Strojwas that Council authorizes Addendum #2 to the lease agreement with the Taber & District Chamber of Commerce, as presented, for a portion of Blocks C-D, Plan 7282JK, civic address of 4702 50 Street, Taber, AB.

CARRIED UNANIMOUSLY

RES. 438/2021 MOVED by Councillor Garner that Council appoints Eva Zucht to the Taber Municipal Library Board for a three (3) year term to expire December 31, 2023.

CARRIED UNANIMOUSLY

RES. 439/2021 MOVED by Councillor Garner that Council provides a \$250,000.00 interest free loan over 10 years to TANGO, asks for the theatre group to show \$250,000.00 in real verifiable funds on hand; and,

Provides a waiver in utility costs and property taxes for one year upon possession of building with the Town of Taber to also repair the sewer line with costs for such items to be determined by Administration.

CARRIED UNANIMOUSLY

RES. 440/2021 MOVED by Councillor Strojwas that Council accepts the offer to purchase 5 acres of land in the Eureka Industrial Park for the sum of \$850,000.00.

CARRIED UNANIMOUSLY

CLOSE OF MEETING

RES. 441/2021 MOVED by Councillor Garner that this Regular Meeting of Council is hereby Closed.

CARRIED UNANIMOUSLY

MAYOR

CHIEF ADMINISTRATIVE OFFICER

DRAFT

Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Firemen's Bonspiel

Recommendation:

1. Council rescinds RES. 427/2021 which states:
That Council thanks the Taber Firefighters Association and the Taber Curling Club representatives for their presentation; and,
Supports the Taber Firefighters Association with a \$5,000.00 financial grant from the 2022 Community Grant Program, to be used towards hosting the 62nd Annual AFFCA Provincial Firefighters Curling Championship in January 2022.
2. That Council thanks the Taber Firefighters Association and the Taber Curling Club representatives for their presentation; and,
Supports the Taber Firefighters Association with a \$5,000.00 financial grant from the 2021 Community Grant Program, to be used towards hosting the 62nd Annual AFFCA Provincial Firefighters Curling Championship.

Background:

At the Regular Meeting of Council held on September 27, 2021, Council made the following motion:

*“RES. 427/2021 MOVED by Councillor Brewin that Council thanks the Taber Firefighters Association and the Taber Curling Club Representatives for their presentation; and,

Supports the Taber Firefighters Association with a \$5,000.00 financial grant from the 2022 Community Grant Program, to be used towards hosting the 62nd Annual AFFCA Provincial Firefighters Curling Championship in January 2022.*

CARRIED UNANIMOUSLY”

In the original RFD, Administration’s recommendation was to utilize the funds that remain in the 2021 budget, rather than earmarking funding for a future budget.

There is approximately \$13,000.00 remaining and available for use in the 2021 budget.



Therefore, Administration is requesting Council rescind their previous resolution to utilize funding that is already available.

As noted by the Delegation at the September 27, 2021, meeting, they are amenable to being able to receive and utilize funds in 2021.

Legislation / Authority:

MGA Section 3
Community Grant Program Policy and Procedure PS-REC-3

Strategic Plan Alignment:

Define and practice good governance

Financial Implication:

There is approximately \$13,000.00 remaining in the 2021 Community Grant Program due to a large number of events being cancelled due to the on-going pandemic.

Administration is recommending the funds come from 2021 to better assist the Association with its event planning being as the event will be held so early into 2022.

Service Level / Staff Resource Implication:

There will be no impact of staff resources

Justification:

There are available funds in 2021.

Alternative(s):

1. Council could choose to not rescind their September 27, 2021 motion.

Attachment(s):

APPROVALS:

Originated By:

Kerry Van Ham

Chief Administrative Officer (CAO) or Designate: _____

Council Request for Decision

Meeting Date: October 12, 2021

Subject: 2022 Operating Budget

Recommendation:

1. That Council approves the 2022 Proposed Operating Budget as presented.
2. That Council endorses the 2023 -2025 three year rolling budget as presented.

Background:

As per Council direction, Administration has prepared a balanced 2022 operating budget.

We have maintained the same numbers for the Community Related Organizations as previously forecasted, except for the Library which was increased by approx. \$39K as per Council Resolution. The Council discretionary fund has been left at \$25K. The utility revenue fee model has been left as is, no increase.

The 2022 budget has provided for a 2% increase in net tax revenue, this will not automatically translate into a 2% mill rate increase. The mill rates are dependent on our actual assessed values. If the assessed values decrease the mill rates will need to increase to break even and vice versa. Due to the current economic environment, there are uncertainties regarding future assessed values.

The overall deficit for 2022 has been offset by the stabilization fund as previously discussed with Council.

Due to the imminent negotiations with CUPE regarding updating the employment contract, it is recommended this budget be considered for adoption as soon as possible to give the Management negotiating team clear direction regarding Council's expectations

In accordance with MGA S. 283.1 (2) and (4) Administration has prepared a three-year financial plan for Council's endorsement.

Legislation / Authority:

MGA Section 242 and 283



Strategic Plan Alignment:

Define and Practice Good Governance

Financial Implication:

Currently unquantifiable due to multiple considerations related to possible Council direction.

Service Level / Staff Resource Implication:

Service levels to increase/decrease depending on budget approval.

Justification:

Provides the authorization for the municipality to operate in the next fiscal year

Alternative(s):

That Council approves the budget as amended.

Attachment(s): 2022 Operating Budget Summary
2023 - 2025 Operating Budget Forecast Summary

APPROVALS:

Originated By: John Orwa

Chief Administrative Officer (CAO) or Designate: _____

Town of Taber

2022 Operating Budget Summary

	\$
Revenues	26,527,776
Fines	485,775
Franchise fees	2,065,200
From reserves	1,224,260
Government transfers	1,141,754
Investment income	158,400
Licenses and permits	268,064
Net taxes	9,877,479
Other revenues	387,317
Penalties and costs of taxes	195,000
Rentals	962,440
Sales and user fees	9,738,287
Sales to other governments	23,800
Expenses	31,539,754
Amortization	5,011,978
Bank charges and interest	13,236
Contracted and general	5,443,443
Interest on long-term debt	343,363
Materials, goods and supplies	3,602,582
Other expenditures	216,500
Purchases from other	809,661
Repayment of long-term debt	1,306,799
Salaries, wages and benefits	12,023,254
To reserves	2,063,118
Transfers to local boards and	705,820
Net Total	(5,011,978)
Less Amortization	5,011,978
Deficit/Surplus	0

Town of Taber

Operating Budget Forecast Summary - 3 Years

	2023	2024	2025
Revenues	25,599,038	25,797,629	25,688,430
Fines	485,775	485,775	485,775
Franchise fees	2,065,200	2,065,200	2,065,200
From reserves	25,000	25,000	25,000
Government transfers	1,124,848	1,125,405	1,125,968
Investment income	158,013	157,613	157,200
Licenses and permits	268,064	268,064	270,064
Net taxes	10,185,248	10,501,972	10,827,921
Other revenues	331,112	177,964	153,368
Penalties and costs of taxes	195,000	195,000	195,000
Rentals	984,038	986,902	989,880
Sales and user fees	9,752,940	9,784,934	9,369,254
Sales to other governments	23,800	23,800	23,800
Expenses	31,682,305	31,953,754	32,073,013
Amortization	5,011,978	5,011,978	5,011,978
Bank charges and interest	13,478	13,478	13,478
Contracted and general	5,441,355	5,439,502	5,516,773
Interest on long-term debt	309,563	277,010	234,526
Materials, goods and supplies	3,722,929	3,864,952	3,787,239
Other expenditures	85,000	85,000	85,000
Purchases from other	823,923	835,547	847,309
Repayment of long-term debt	1,213,047	1,230,797	1,233,572
Salaries, wages and benefits	12,275,502	12,428,215	12,591,546
To reserves	2,062,731	2,062,331	2,031,918
Transfers to local boards and	722,799	704,944	719,674
Net Total	(6,083,267)	(6,156,125)	(6,384,583)
Less amortization	5,011,978	5,011,978	5,011,978
Deficit	(1,071,289)	(1,144,147)	(1,372,605)

Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Easement Request for 5210 49 Avenue - Lot 7, Block 10, Plan 5638L.

Recommendation:

That Council authorize the Mayor and CAO to endorse the Easement Agreement regarding 5210 49 Avenue, Lot 7, Block 10, Plan 5638L.

Background:

Administration has received a request for an easement on the eastern most 1.2 metres of Lot 7, Block 10, Plan 5638L at 5210 49 Avenue. 5210 49 Ave. is Town owned land used for parking for staff working out of the Emergency Services building. This request was presented to the Municipal Planning Commission on September 20, 2021 and it was recommended that it be taken to Council for consideration. Resolution 243/2021 Moved by M. Garner that the Municipal Planning Commission accepts the Easement Request as information and recommends that it is taken to Council for a decision. Carried Unanimously.

This easement request is to help facilitate the completion of a development that was started in 2017. The project has been ongoing for sometime and due to fire separation distance requirements, the building will need to be fully sprinklered without the easement in place. If the easement is obtained, the requirement for the fire sprinklers would no longer be needed to meet building code as the easement would prevent any buildings from being built within the required separation. This would then help move the project along towards gaining occupancy.

There are potential future impacts, should the lot ever be developed as anything other than a parking lot, as the developable area will be reduced by the easement. However, there would still be a large area of the parcel that is developable at that time and the easement area could still be utilized for parking. There would also be the expectation that any new development would still have to meet the parking requirements in effect at that time, so the easement area could continue to be utilized for parking.

Legislation / Authority:

Municipal Government Act, Part 1, Section 3: Municipal Purposes and Section 5 (Powers, duties and Functions)



Strategic Plan Alignment:

Develop Community and Promote Growth #2: Review Town policies and regulations that pertain to development.

Financial Implication:

The fee associated with the easement is \$300.

Service Level / Staff Resource Implication:

Administrations time was required to review the request and prepare this report.

Justification:

Allowing this easement would lead to a shorter completion time for the current development. The Planning Department has been working with the owners of the property to help facilitate the completion of the development for sometime now. The best solution is for an easement, which, would reduce the requirement that the building be sprinklered. The current use of the property is a parking lot for Fire and EMS and the easement would have no effect on it's current use.

Alternative(s):

That the Taber Town Council does not authorize the Mayor and CAO to endorse the Easement Agreement regarding 5210 49 Avenue, Lot 7, Block 10, Plan 5638L.

- Attachment(s):**
- Site Map
 - Easement Area
 - Easement Agreement

APPROVALS:

Originated By:
Celina Newberry

Chief Administrative Officer (CAO) or Designate: _____

Town of Taber



Legend

- Road Label
- Town Boundary
- Adjacent Roads
- Symbol
- Line
- Symbol
- Line
- Symbol
- Line
- Reservoirs
- Oldman River
- Taber Lake
- Title Linework
- Parcels
- x Location of Easement Request

Notes

© Town of Taber

0.3 0 0.13 0.3 Kilometers

WGS_1984_Web_Mercator_Auxiliary_Sphere
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THIS MAP IS NOT TO BE USED FOR NAVIGATION

Easement Area



Legend

- Title Linework
- Parcel Boundary
- Easement Area

Notes

The requested easement area is shown in red. The property boundaries are shown in blue.

0.2 0 0.08 0.2 Kilometers

WGS_1984_Web_Mercator_Auxiliary_Sphere

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EASEMENT AGREEMENT

THIS AGREEMENT made and entered into this ____ day of _____, 2021, by and between TOWN OF TABER, (hereinafter referred to as "Grantor"), and A Plus Office Ltd., (hereinafter referred to as "Grantee").

RECITALS

WHEREAS, Grantor owns certain real property, commonly referred to as 5210 49 AVE, TABER, ALBERTA and legally described as:

PLAN 5638L
BLOCK 10
LOTS 4 TO 7 INCLUSIVE
EXCEPTING THEREOUT ALL MINES AND MINERALS
AND THE RIGHT TO WORK THE SAME

(hereinafter called the "Servient Tenement")

AND WHEREAS the Grantee is the owner in fee simple of certain real property, legally described as:

PLAN 5638L
BLOCK 10
LOT 8 AND THE WESTERLY 5 FEET OF LOT 9
EXCEPTING THEREOUT ALL MINES AND MINERALS

(hereinafter called the "Dominant Tenement")

WHEREAS, Grantee seeks a permanent easement and right-of-way through and within 1.2 meters from and along the eastern edge of the Servient Tenement, for the purpose of maintaining proper distance between structures in accordance with fire regulations and the right of ingress and egress in, from and to said easement, for the purpose of emergency escapes in case of fire.

In consideration of the mutual promises and obligations contained herein, the Grantor and Grantee hereby covenant and agree as follows:

1. Grant of Easement.

FOR GOOD AND VALUABLE CONSIDERATION, the receipt and sufficiency of which is hereby acknowledged, Grantor hereby grants unto Grantee its successors and assigns, a permanent easement and right-of-way through and within the Dominant Tenement, for the purpose of maintaining proper distance between structures in accordance with fire regulations

and the right of ingress and egress in, from and to said easement, for the purpose of emergency escapes in case of fire, all for the use and benefit of the Servient Tenement.

The perpetual easement and right-of-way is hereby given and granted for the sole purpose of maintaining proper distance between structures in accordance with fire regulations and the right of ingress and egress in, from and to said easement, for the purpose of emergency escapes in case of fire.

2. Grant Reservation.

Grantor hereby expressly reserves and shall have the right to use and enjoy the Servient Tenement for itself, its successors, assigns, and permittees; the right at all times and for any purpose to go upon, across and recross and to use the said easement premises in a manner consistent with the existing nature of the property.

3. Restoration.

Upon completion of any repair or maintenance work contemplated and agreed hereunder, Grantee agrees to promptly restore the above-described property owned by Grantor to a condition equal or superior to that existing prior to exercising its rights under this easement.

4. Indemnity.

Grantee hereby agrees to indemnify, defend, save and hold harmless the Grantor from any and all liability, loss or damage, Grantor may suffer as a result of any and all actions, claims, damages, costs and expenses on account of, or in any way arising out of or from this Agreement, including but not limited to indemnify and save and hold harmless Grantor from any and all losses, claims, actions or judgments for damages or injuries to persons or property arising out of or from, or caused by, the construction, operation, maintenance and use of the aforesaid easements and rights-of-way by Grantee or its agents. This indemnity shall continue so long as this Easement Agreement is in effect.

5. Recitals.

The recitals set forth above are hereby incorporated by this reference.

6. Binding Effect.

The rights and responsibilities set forth in this Agreement shall inure to and bind the parties hereto, their heirs, representatives, successors, and assigns and also constitute covenants running with the land.

7. Attorney Fees.

In the event of any action between the Grantor or Grantee for a breach of or to enforce any provision or right hereunder, the nonprevailing party in such action shall pay to the prevailing party all costs and expenses, expressly including, but not limited to, reasonable attorney fees and costs incurred by the successful party in connection with such action, including without limitation all fees and costs incurred on any appeal from such action or proceeding.

8. Headings.

The headings in this Agreement are intended for convenience only and shall not be used to vary or interpret the intent of the text.

9. Recording.

Grantee shall, at its expense, record this Easement Agreement in the records of Taber, Alberta and shall provide Grantor with conformed copies of the recorded instruments, as well as executed originals of all documents. Such recording shall take place within five (5) business days of the execution of this Agreement.

IN WITNESS WHEREOF, the parties enter into this Easement Agreement this ____ day of _____, 2021.

GRANTOR:
TOWN OF TABER

By: _____
_____ (Title)

Seal:

GRANTEE:
A PLUS OFFICE LTD

By: *Tathu St*
Owner (Title)

Seal:

Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Taber Christian School Lane Way Drainage Improvement

Recommendation:

Council accepts the proposed solution for the drainage concerns to East alley of Taber Christian School and directs the administration to add it to the 2022 capital budget.

Background:

At the September 20th, 2021 meeting of the Municipal Planning Commission the attached drainage plan was presented as a proposed solution for the drainage concerns regarding the east alley by the Taber Christian School. Information on the drainage for this area has been previously presented to the Municipal Planning commission at the October 19, 2020 meeting. This request was presented to the Municipal Planning Commission on September 20, 2021 and it was recommended that it be taken to Council for consideration. Resolution 233/2021 Moved by J. Strojwas that the Municipal Planning Commission accepts the proposed solution for drainage concerns for the east alley of the Taber Christian School as information and recommends that it be taken to council for consideration in the 2022 capital budget. Carried Unanimously.

The proposed plan is being presented as a cost-effective means of establishing the drainage in the area to mitigate the flooding of the adjacent properties. As the properties across the alley are lower than the adjacent alley.

The drawing for the proposed solution is attached and the estimated cost of the project will be \$30,000.

The proposed plan is being presented as a cost-effective means of establishing the drainage in the area to mitigate the flooding of the adjacent properties. As the properties across the alley are lower than the adjacent alley.

The drawing for the proposed solution is attached and the estimated cost of the project will be \$30,000.



Legislation / Authority:

MGA Section 532 - Repair of roads, public places, and public works.

Strategic Plan Alignment:

Goal – Provide better drainage to residents.

Initiative - Update and follow the infrastructure master plan that itemizes and prioritizes when infrastructure replacement is required.

Financial Implication:

\$30,000.00 excluding GST to be included in the 2022 capital budget.

Service Level / Staff Resource Implication:

Project management will be performed by Town of Taber workforces.

Justification:

Placement of this infrastructure Provide a better drainage to residents.

Alternative(s):

Council directs Administration to provide additional information on the project.

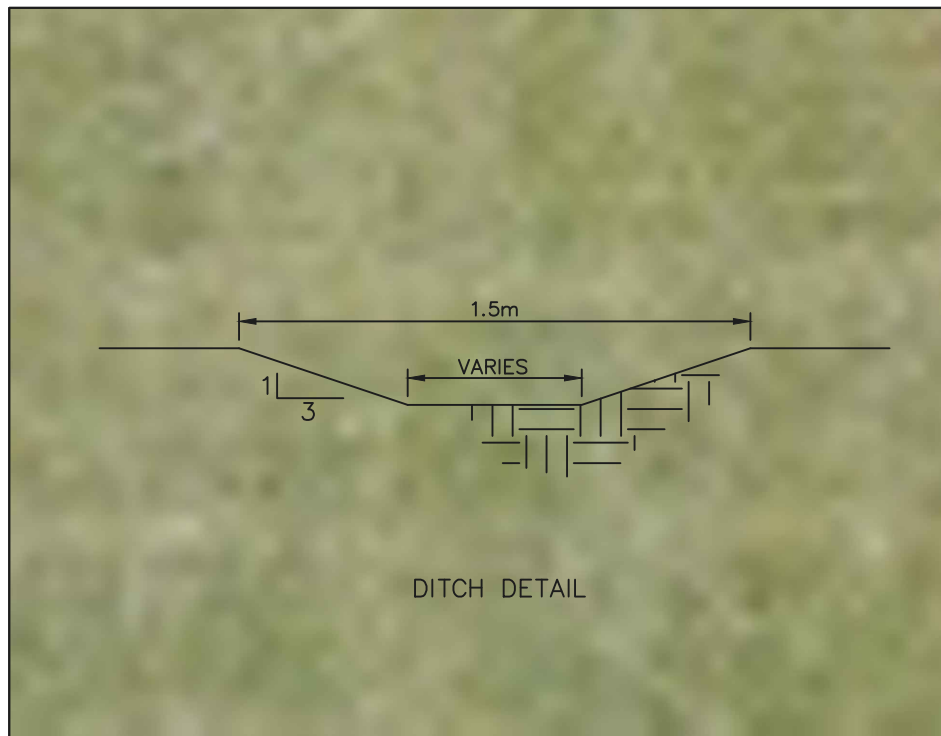
Attachment(s): Taber Christian School Lane Way Drainage Improvement Drawing

APPROVALS:

Originated By:

Ramin Lahiji

Chief Administrative Officer (CAO) or Designate: _____



TITLE:
 TABER CHRISTIAN SCHOOL
 LANEWAY DRAINAGE IMPROVEMENTS

NOTES:
 - TOTAL DITCH LENGTH IS 250m.

DRAWN BY:
 R.L.

DRAWING:
 1:1000

DATE:
 AUGUST 2021

FOR:
 REVIEW



Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Operating Reserves Program

Recommendation:

Council directs administration to enroll into the Alberta Electric System Operator Reserve Program for a 5-year term.

Background:

Enel X approached Taber on July 28, 2021 to potentially enroll the treatment facilities in the Operating Reserve (OR) program.

Administration held meetings with Enel X on 4 occasions to review program details, discuss potential sites for the program, determine capacity and create the revenue model. The information was reviewed by the Utilities department, Facility Maintenance department and Engineering/ Public Works. Each department attended a meeting with Enel X to discuss potential issues or concerns with the OR program.

The key takeaway from the meetings was remote start-up for the Wastewater treatment backup generators. Administration feels it's a necessary upgrade to the SCADA system for Taber to participate in the program. Administration and MPE Engineering have determined the upfront upgrade costs are estimated at \$5,000 which will be paid through the 2022 operating budget, this is a one-time cost and not on going.

Facility Maintenance manually runs each generator once a month as part of monthly inspections. The 5-10 yearly OR callouts would eliminate the need for a generator check on the given month of the callout. Manhours for generator maintenance should be reduced by enrolling in the OR program.

Engineering and Public Works are aware that there would be additional callout resources for on-call treatment staff if an OR callout is after regular shift hours. If every callout was outside of regular shift hours Taber would be paying \$2,500 in overtime for utility operators to respond to the callouts. That works out to 2.5% of the proposed revenue from the Operating Reserve Program.

The only upfront cost identified by administration is the remote start-up upgrades to the backup generators which would improve remote capabilities for the Utilities department. The cost would be covered by the year 1 program revenue. There is no other upfront cost required by Taber to enroll in the program. Enel X to provide an opt out clause in the contract for Taber without financial penalty.



Legislation / Authority:

No clear alliance.

Strategic Plan Alignment:

Develop Community & Promote Growth

Financial Implication:

Revenue estimated at \$98,047 per year.

Service Level / Staff Resource Implication:

Impact on operational staff for treatment facility callouts after regular shift hours. Estimated 10 call outs per year.

Justification:

New revenue stream to utilize stand-by facility generators. Average yearly generator usage does not increase.

Alternative(s):

Council directs Administration not to enroll in the Operating Reserve program.

Council directs Administration to proceed with the Operating Reserve program with the Water Treatment Plant as it does not require remote start-up upgrades.

Council accepts Administration proposal as information only.

Attachment(s): Operating Reserves Program Presentation

APPROVALS:

Originated By:

Blake Hranac

Chief Administrative Officer (CAO) or Designate: _____



AESO Operating Reserves Program

Presentation to Council

October 12th, 2021



Who is AESO?

- Alberta Electric System Operator (AESO)
- Manages and operates the provincial power grid 24 hours a day.
- Plans and operates the energy market.
- Not-for-profit organization with no financial investment in the industry



What is the Operating Reserve Program?

- AESO relies on Operating Reserves (OR) – a network of resources that help balance electrical supply and demand in real – time to maintain the security and reliability of Alberta’s electrical grid.
- Program participants are on standby to deliver capacity by reducing the load from the grid with in minutes of being notified.
- In return, they earn payments for being available to stabilize the grid during these critical periods.



What does this mean for Taber?

- Taber's (3) treatment facilities are equipped with backup generators that can power the facilities in the event there is a loss of power from the grid.
- Combined the (3) backup generators can off-load an estimated 550kW of power from the grid.
- Off-load meaning remove the power consumption of our facilities from the grid for a short period of time.
- During a callout from the AESO, Taber would switch all three facility operations from grid supplied power to generator power.
- Average dispatch duration to run the generators is 17 minutes.
- Average dispatch frequency is 5-10 callouts per year.



Demand Response Program Details

- Average dispatch duration to run the generators is 17 minutes.
- Average dispatch frequency is 5-10 callouts per year.
- Taber would be rolled into a multi year program term.
- Taber would have the ability to opt out of the program on a daily basis.
 - *Flexibility for maintenance, facility upgrades or emergency situations.*
- On-Call schedule would be 7:00am to 11:00pm (peak demand time), 365 days a year.
- Taber would generate revenue daily to be on standby for the OR program.



Revenue Model

- The revenue model is based on average 2020 OR pricing.
- Taber is signing up for 550kW capacity and would generate \$24.05/hour to be on standby.
- $\$24.05/\text{hr} \times 16 \text{ hours/day} \times 7 \text{ days/week} \times 52 \text{ weeks} = \underline{\$140,067}$ total revenue
- Enel X 30% payment rate - $\$140,067 \times 0.70 = \underline{\$98,047}$ Taber yearly revenue.
- Over a 5 year term Taber would generate \$490,235 in revenue.
- There are no financial penalties if Taber misses a callout.
- If Taber repeatedly misses callouts then we may get removed from the program.



Partnership with Enel X



- Enel X is a private energy company.
- They administer the contract with AESO, manage the callouts from AESO, confirm and monitor capacity, install metering etc.
- Enel X is the link between AESO and Taber.
- As shown on the previous slide, revenue is split Taber 70% / Enel X 30% for the OR program.
- Enel X corporate profile in Alberta for the OR program includes most major provincial hospitals, CNRL, manufacturing plants, etc.
- Enel X to provide an opt out clause in the contract for Taber without financial penalty.



Next Steps

1. Council RFD for Taber enrolling in the Operating Reserves program.
2. Taber consults with MPE Engineering for minor SCADA upgrades.
3. Taber signs demand response order with Enel X for five-year term.
4. Enel X installs meters at each facility and confirms capacity.
5. Taber officially enrolls in the OR program 4th quarter 2021 or 1st quarter 2022.



Questions

Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Solar PV System - Aerated Lagoon Site

Recommendation:

Council directs administration to add the Aerated Lagoon Site Solar PV System to the 2021 capital budget and

Council agrees to fund engineering services for Aerated Lagoon Site Solar PV System project in the amount of \$50,000 with funds to come from the capital reserves.

Background:

Council was engaged by Terralta Inc. on April 12th, 2021 during a regular council meeting with proposals for solar energy projects. Council directed administration to review proposals on actual costs and costs savings, and report back to council.

Administration MPE Engineering reviewed the Arena/Curling Rink/Auditorium/Pool site and recommend not moving forward with adding a solar generation system. A structural study would be required for each roof to determine if the roof systems can handle the additional load. Taber recently completed the secondary gas line relocation project to the auditorium, arena and curling rink roof so there is significant infrastructure on the roof. The roof membrane on each building is minimum 5 years apart in age. Future roof replacement work would require significant coordination to dismantle and re-install sections of the solar system.

Administration reviewed all Town owned facilities and determined the Aeration Lagoon building, Wastewater Irrigation Pumphouse and the Water Treatment Plant to be the most suitable sites for a solar system.

Administration recommends aggregating the Aeration Building and Irrigation Pumphouse to install a 1MW ground mounted solar farm. Taber would receive the highest rate of return, the most grant funding, offset the most energy consumption and have the lowest impact on existing infrastructure.

In the presentation to Council it includes the order of magnitude cost estimate for construction and engineering fees. The total estimated project cost to be added to the capital budget is \$1,973,200. The application for funding under the Alberta Municipal Solar Program (AMSP) \$841,960 and the Town's contribution is \$1,131,240. AMSP funding to be released to at the end of the project.

AMSP is looking for the Town to demonstrate their commitment to the project by a) approving funding for the project and b) securing a solar contractor. By passing the Recommendations this would satisfy both requirements.

Administration will work with MPE Engineering to select a solar contractor through a request for proposal.

Administration will provide recommendation for a solar contractor, update total project costs and confirm available grant funding. The findings will be brought forth to Council for a final decision.

Legislation / Authority:

No clear alliance.

Strategic Plan Alignment:

Initiative - Develop Community & Promote Growth

Goal – Explore and implement viable opportunities to capture the benefice of energy efficient technologies

Financial Implication:

\$50,000 for engineering services with MPE Engineering to be paid through Capital Reserves.

Order of magnitude cost estimate provided to Council. Total project costs to be presented to council for a final decision with the Towns commitment of \$1,131,240 to come from debenture.

Service Level / Staff Resource Implication:

Project management during construction.

Estimate 40 hours per year by master electrician for maintenance and system monitoring.

Justification:

Provide Taber with a flagship renewable energy project. Offset Town energy usage through renewable energy and reduces greenhouse gas emissions.

Alternative(s):

Council requests additional information on the Lagoon Site Solar PV System.

Council accepts Administration proposal as information only.



Attachment(s): Solar PV System - Aerated Lagoon Site Presentation

APPROVALS:

Originated By:
Blake Hranac

Chief Administrative Officer (CAO) or Designate: _____



Solar PV System Aerated Lagoon Site

Presentation to Council

October 12th, 2021



Background

- Council was engaged by Terralta Inc. on April 12th, 2021 during a regular council meeting with proposals for solar energy projects.
- Terralta proposed to utilize existing roof space on the arenas, auditorium, curling rink and pool to install solar PV systems and offset facility energy consumption.
- Council directed administration to review Terralta Inc. proposals on actual costs and costs savings, and report back to council.



Arena/Curling Rink/Auditorium/Pool Site Review

- Administration and MPE Engineering reviewed the Arena/Curling Rink/Auditorium/Pool site and recommend not moving forward with adding a solar generation system to the roof for the following reasons:
 - *A structural study would be required for each roof to determine if the existing roof systems can handle the additional load.*
 - *Taber recently completed the secondary gas line relocation project to the auditorium, arena and curling rink roof so there is significant infrastructure already on the roof.*
 - *The roof membrane on each building is minimum 5 years apart in age. Future roof replacement work would require significant coordination to dismantle and re-install sections of the solar system.*



Suitable Sites for Solar

- Administration reviewed 2020 power consumption on all Taber facilities.
- The top 6 facilities were shortlisted and further reviewed for available space.

Facility Description	Average Yearly Power Consumption (\$)
Water Treatment Plant	\$ 153,638.21
BNR Sewage Treatment Plant	\$ 152,540.86
Aeriation Lagoons	\$ 122,723.69
Community Centre (Arena, Auditorium, Curling, Meseum & Chamber)	\$ 120,794.80
Aquafun Centre	\$ 70,906.12
Irrigation Pivot Pumphouse	\$ 53,443.23



Suitable Sites for Solar

- Water Treatment Plant – two open fields with adequate space for a solar generation system.
- Wastewater Irrigation and Aeration Building – sufficient space in the field south of the pump station for the irrigated fields and aeration building.
- Wastewater Treatment Plant – adequate space on the southwest side however the topography of the land does not hold well for solar generation, the slope of the field does not face south.
- Community Centre/Aquafun Centre – Administration looked at the space between the golf course and the rail tracks along the pathway but the space is too narrow for a solar system.



Water Treatment Plant Site

- Two open fields with adequate space for a solar generation system.
- Close proximity to the treatment facility.
- Structural assessment to confirm underground reservoir can accommodate the additional load.
- Drainage review of the old compost site.
- Administration recommends this site as a future second location for a solar system.





Aeration Building and Wastewater Irrigation Pump House Site

- Land is generally flat prairie, owned by Taber.
- Close proximity to both facilities.
- Site is open and free of obstructions.
- Existing site is secure with fencing.
- Site is at minimal risk for disturbance or tampering.
- Existing Fortis Alberta transformer is large enough to handle a solar PV system.





Aeration Building and Wastewater Irrigation Pump House Site

- Administration recommends moving forward with issuing a Solar RFP to develop, permit, construct and commission a 1MW ground mounted Solar Farm.
- In consultation with MPE Engineering and a private solar contractor, administration put together a preliminary design for council to review.
 - *Site footprint is 6 acres*
 - *Ground mounted solar array facing south at 30 degrees.*
 - *Total of 2,700 solar modules*
 - *Design capacity 1.19KW (DC) capacity and 900KW (AC)*
 - *Calculated yearly power generation is 1,742MWh*
 - *Project generation is expected to cover **110% of the Town's municipal annual power consumption** for the combined irrigation pumphouse and aeration building.*



Preliminary Site Layout





Order of Magnitude Cost Estimate



Town of Taber Wastewater Lagoon & Irrigation Solar Generation System

ORDER OF MAGNITUDE COST ESTIMATE

DESCRIPTION		QUANTITY	UNIT	UNIT PRICE	COST
Line Items					
1	PV Solar System	1,190,000	W	\$ 1.48	\$ 1,761,200.00
2	Transformer Pads and Load Reconnection	1	each	\$ 37,000.00	\$ 37,000.00
3	Fortis Alberta Transformer Upgrade to 1MW	1	each	\$ 30,000.00	\$ 30,000.00
SUB-TOTAL					\$ 1,828,200.00
<i>EXTRA WORK ALLOWANCE</i>					<i>\$ 95,000.00</i>
<i>ENGINEERING SERVICES</i>					<i>\$ 50,000.00</i>
GRAND TOTAL					\$ 1,973,200.00

Assumptions:

- 1) Engineering Services provides for Geotechnical Report, Environmental Assessment, RFP, IFC design, and construction administration.
- 2) Fortis provided budgetary cost for transformer upgrade.
- 3) Solar system costs provided by solar contractor.



Funding & Rebate from AMSP

2022 Proposed Capital Project	Departments	Total Cost	Funding	Total Proposed LTD	Comments	
Engineering and Public Works Project to be Debentured						
Taber WWL&I Solar Generation System		\$ 1,973,200	\$ 841,960	\$ 1,131,240	Funding from AMSP	addition to LTD

- The funding is administered through the Municipal Climate Change Action Centre
- Alberta Municipal Solar Program provides a rebate of \$0.55/watt for this size of project
- First time applicants receive an additional rebate of \$0.25/watt
- Total rebate for project is \$0.80/watt or \$841,960, to be paid to the municipality after construction.
- In order to be eligible for the rebate the system must be entirely paid for by the municipality. Taber to commit \$1,973,200 for the project.
- After receiving funding from AMSP at the end of the project the Town's total contribution is **\$1,131,240.**



Energy Savings

- Energy Savings is calculated based on the total amount of energy produced by the solar system that offsets of the Aeration Building and Wastewater Irrigation Pumphouse power consumption.
- Energy Savings is based on September 2021 Energy Rates plus yearly escalation rate of 3%.
- Year 1 energy savings estimated at \$33,691 after debenture payment, interest, insurance and O&M costs.
- The Energy Savings model includes yearly operation & maintenance costs and insurance.
- **Full payback of debenture at year 15.**
- Energy Savings model includes key component replacement at year 21 for \$120,000.
- **Taber generates \$3,160,000 in energy savings from year 16 to year 30.**



Year 1 – 15 Financial Model

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Generation, MWh	1,742	1,734	1,726	1,718	1,711	1,703	1,695	1,688	1,680	1,673	1,665	1,657	1,650	1,643	1,635
Investment (financing)	1,131,240														
Revenues															
Energy Revenue	\$135,431	\$138,866	\$142,389	\$146,000	\$149,704	\$153,501	\$157,394	\$161,387	\$165,480	\$169,678	\$173,982	\$178,395	\$182,920	\$187,559	\$192,317
Total Revenue	\$135,431	\$138,866	\$142,389	\$146,000	\$149,704	\$153,501	\$157,394	\$161,387	\$165,480	\$169,678	\$173,982	\$178,395	\$182,920	\$187,559	\$192,317
Expenses															
Inverters Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
O&M Costs	\$7,800	\$7,956	\$8,115	\$8,277	\$8,443	\$8,612	\$8,784	\$8,960	\$9,139	\$9,322	\$9,508	\$9,698	\$9,892	\$10,090	\$10,292
Insurance	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656
Total Expenses	\$13,456	\$13,612	\$13,771	\$13,934	\$14,099	\$14,268	\$14,440	\$14,616	\$14,795	\$14,978	\$15,164	\$15,355	\$15,548	\$15,746	\$15,948
Debt Service															
Investment	\$0														
Interest	\$23,546	\$22,158	\$20,741	\$19,293	\$17,814	\$16,303	\$14,759	\$13,183	\$11,573	\$9,929	\$8,249	\$6,533	\$4,780	\$2,990	\$1,161
Principal	\$64,737	\$66,125	\$67,543	\$68,991	\$70,470	\$71,981	\$73,524	\$75,100	\$76,710	\$78,355	\$80,035	\$81,751	\$83,503	\$85,294	\$87,122
Total Debt Payment	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283	\$88,283
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Net Energy Savings	\$33,691	\$36,971	\$40,334	\$43,783	\$47,321	\$50,949	\$54,671	\$58,487	\$62,402	\$66,416	\$70,534	\$74,757	\$79,088	\$83,530	\$88,085



Year 16 – 30 Financial Model

Year	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Generation, MWh	1,628	1,621	1,613	1,606	1,599	1,592	1,584	1,577	1,570	1,563	1,556	1,549	1,542	1,535	1,528
Investment (financing)															
Revenues															
Energy Revenue	\$197,195	\$202,197	\$207,325	\$212,584	\$217,976	\$223,505	\$229,175	\$234,988	\$240,948	\$247,060	\$253,326	\$259,752	\$266,341	\$273,096	\$280,023
Total Revenue	\$197,195	\$202,197	\$207,325	\$212,584	\$217,976	\$223,505	\$229,175	\$234,988	\$240,948	\$247,060	\$253,326	\$259,752	\$266,341	\$273,096	\$280,023
Expenses															
Inverters Replacement	\$0	\$0	\$0	\$0	\$0	\$119,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
O&M Costs	\$10,498	\$10,708	\$10,922	\$11,140	\$11,363	\$11,590	\$11,822	\$12,059	\$12,300	\$12,546	\$12,797	\$13,053	\$13,314	\$13,580	\$13,852
Insurance	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656	\$5,656
Total Expenses	\$16,154	\$16,364	\$16,578	\$16,797	\$17,019	\$136,247	\$17,478	\$17,715	\$17,956	\$18,202	\$18,453	\$18,709	\$18,970	\$19,236	\$19,508
Debt Service															
Investment															
Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Debt Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Year	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Net Energy Savings	\$181,041	\$185,833	\$190,747	\$195,788	\$200,957	\$87,259	\$211,696	\$217,273	\$222,992	\$228,858	\$234,873	\$241,043	\$247,371	\$253,860	\$260,516



Solar PV System Warranty

- Industry standard 30 Year warranty on PV modules.
- Industry standard 10 Year warranty in inverters to convert DC to AC power supply.
- Financial model includes full inverter replacement at year 22.
- Solar system should carry a minimum 30 year lifecycle with regular maintenance.



Engineering Fees

- Geotechnical report from MPE Engineering.
- Coordinate Environmental Assessment
- Administration and MPE Engineering issue an Request for Proposal (RFP) for the solar project.
- Review proposals for completeness and compliance with submission requirements.
- Assist with contract review and grant application technical requirements
- Review Proposed IFC design, and equipment shop drawings
- Attend bi-weekly construction meetings
- Review Contractor Progress
- Provide Owner assistance for system commissioning



Next Steps

1. Council directs Administration to add the Aerated Lagoon Site Solar PV System to the 2022 Capital budget.
2. Council agrees to fund engineering services for Aerated Lagoon Site Solar PV System project in the amount of \$50,000 with funds to come from the capital reserves.
3. Taber issues a RFP with MPE Engineering.
4. Administration formally applies for the Alberta Municipal Solar Program grant.
5. Administration applies for approvals with M.D. of Taber and Fortis Alberta.
6. Administration brings the RFP results, rebate funding amount and revised total project cost to council for approval.
7. Sign Funding Agreement for AMSP.
8. Solar project construction spring 2022.
9. Electrical Inspection of constructed system.
10. Meter and transformer changes with Fortis Alberta.
11. Solar System operational summer 2022.



Questions

Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Proposed Chief Administrative Officer Performance Evaluation Policy C-13

Recommendation:

That Council adopts the Chief Administrative Officer Performance Evaluation Policy C-13, as presented.

Background:

At the Regular Meeting of Council held on February 22, 2021 Council directed Administration to assist Council in finding a new template for a Chief Administrative officer review, and for it to return to Council at the second meeting in May 2021.

At the Regular Meeting of Council held on May 25, 2021, Council passed the following resolution:

RES. 262/2021 MOVED by Councillor Firth that Council strikes a performance evaluation committee consisting of the Mayor and 2 Councillors to conduct the evaluations and present recommendations to Council as a whole.

CARRIED UNANIMOUSLY

Being as Council had determined that it would establish a 3 person committee to conduct the evaluations, and who would then present recommendations to Council, Administration created proposed Chief Administrative Officer Performance Evaluation Policy C-13 for Council's consideration.

Proposed Chief Administrative Officer Performance Evaluation Procedure C-13 has been included for Council's convenience.

Legislation / Authority:

Municipal Government Act, Section 3

Strategic Plan Alignment:

Define & Practice Good Governance

Financial Implication:

There is no financial implication at this time, but this could vary on Council discussion and direction.



Service Level / Staff Resource Implication:

There is no service level/staff resource implication at this time, but this could vary on Council discussion and direction.

Justification:

Proposed Chief Administrative Officer Performance Evaluation Policy C-13 establishes the Town recognizes the need to evaluate the performance of its Chief Administrative Officer to ensure the ongoing success of the Town and ensures that it is carried out on a regular basis in a planned and thoughtful manner for all parties involved.

Alternative(s):

1. That Council adopts Proposed Chief Administrative Officer Performance Evaluation Policy C-13, as amended, (with the following amendments).
2. Council could request additional information from Administration.

Attachment(s): Proposed Chief Administrative Officer Performance Evaluation Policy C-13

Proposed Chief Administrative Officer Performance Evaluation Procedure C-13

APPROVALS:

Originated By:
Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____



Chief Administrative Officer Performance Evaluation

Policy No.: C-13	Council Resolution No.: XX/2021
Department: Council	Authority: Council
Effective Date: October 12, 2021	Revision Date:
Review Date: October 2024	Repealed Date:
Supersedes: N/A	
Related Procedure No.: C-13	
Related Procedure Name: Chief Administrative Officer Performance Evaluation	

Purpose

The Town of Taber recognizes the need to evaluate the performance of its Chief Administrative Officer to ensure the ongoing success of the Town. Performance of the Chief Administrative Officer will be monitored at a frequency as outlined in the *Municipal Government Act* and by a method determined by Council.

Policy Statement

- 1) In an environment characterized by change due to the municipal election process, this policy will ensure consistency in the Chief Administrative Officer performance evaluation procedure over time.
- 2) A key role of Council is to evaluate the performance of the Chief Administrative Officer, and in order to be effective, this evaluation needs to be carried out on a regular basis and in a planned and thoughtful manner.
- 3) The Chief Administrative Officer is responsible for their own performance and development within the context of the organization's business needs, including but not limited to:
 - a. Set challenging but achievable performance objectives based on the strategic direction of the Town;
 - b. Prioritize issues that concern the Town of Taber in alignment with Council's strategic documents;
 - c. Evaluate and assess their progress, and develop strategies to overcome obstacles; and,
 - d. Deliver on their objectives and plans.
- 4) Council represents the community and outlines what is expected of the Chief Administrative Officer as a leader of the Town Administration, therefore Council will:



- a. Ensure the goals and objectives of the Chief Administrative Officer and the organization are aligned with the strategic direction of the Town;
 - b. Support the Chief Administrative Officer and the organization so they get the resources they need to achieve success;
 - c. Recognize progress and achievements of the Chief Administrative Officer through formal discussions, mid-year check-in, and/or Performance Evaluations;
 - d. Review and approve any revisions to this policy; and,
 - e. By motion of Council, appoint members to the Chief Administrative Officer Performance Evaluation Committee.
- 5) The Chief Administrative Officer Performance Evaluation Committee, which is comprised of the Mayor and two members of Council appointed each Council term, represents Council in the implementation of the Chief Administrative Officer Performance Evaluation process.
- a. The Committee will make recommendations to Council regarding the annual performance goals and performance results of the Chief Administrative Officer.
- 6) The Human Resource Manager is a custodian of the process, and is responsible to:
- a. Provide assistance to Council, the Chief Administrative Officer Performance Evaluation Committee, and the Chief Administrative Officer throughout the process; and,
 - b. Monitor, evaluate, and suggest ways to improve the performance review process on a regular basis.
- 7) Administration shall establish procedures for this policy and shall be responsible to ensure the spirit and intent of the policy is adhered to.

Additional References

Municipal Government Act
Chief Administrative Officer Bylaw 1-2020

MAYOR

DATE

CHIEF ADMINISTRATIVE OFFICER

DATE





Chief Administrative Officer Performance Evaluation

Procedure No.: C-13	Council Resolution No.: N/A
Department: Council	Authority: Council
Effective Date: October 12, 2021	Revision Date:
Review Date: October 2024	Repealed Date:
Supersedes:	
Related Policy No.: C-13	
Related Policy Name: Chief Administrative Officer Performance Evaluation	

Purpose

To provide Council, the Chief Administrative Officer Evaluation Committee, the Chief Administrative Officer and the Human Resource Manager with guidelines for the Chief Administrative Officer Evaluation process in accordance with the Policy.

Operating Guidelines

- 1) At the annual Organizational Meeting of Council, Council will appoint the Mayor and two members of Council to the Chief Administrative Officer Evaluation Committee.
- 2) The Chief Administrative Officer Performance Evaluation will be completed at the frequency as outlined in the *Municipal Government Act*, a minimum of annually, or more frequent as determined by Council.
 - a. During an election year, the outgoing Council will evaluate with Chief Administrative Officer's performance over the prior year before the new Council is elected.
- 3) Council and Human Resources will follow the Detailed Annual Performance Evaluation Schedule, as included in Schedule A, when completing the Chief Administrative Officer's performance evaluation.
- 4) Council will use the Canadian Association of Municipal Administrators (CAMA) Chief Administrative Officer Performance Evaluation Toolkit, as included in Schedule B, to complete all formal Chief Administrative Officer performance evaluations.
- 5) A final copy Chief Administrative Officer performance evaluation will be provided to the Chief Administrative Officer and the Human Resource Manager, for filing.



Additional References

Municipal Government Act

CAMA Chief Administrative Officer Performance Evaluation Toolkit

CHIEF ADMINISTRATIVE OFFICER

DATE

DRAFT



"Schedule A"Detailed Annual Performance Evaluation Schedule

<u>DELIVERABLE</u>	<u>WHO</u>	<u>PROCESS DUE AROUND</u>
Send reminder of CAO Review to Performance Evaluation Committee.	HR	March 1
Meet with CAO Performance Evaluation Committee to evaluate and confirm components of evaluation, i.e. 360 feedback, survey of direct reports, etc.	HR	March 15
Source and implement a 360 process/tool for CAO. With consultation from the CAO Performance Evaluation Committee, obtain a third-party consultant.	HR	April 1
Advise CAO to complete self-assessment.	Mayor	April 1
Advise Council members of complete performance evaluation document for CAO.	HR	April 1
Complete performance evaluation document for the CAO, each Council member individually and submit to designated HR employee or third-party consultant.	Council Members	April 15
Complete self-assessment of goals, key performance objectives and accomplishments.	CAO	April 15
Gather data from employee or community surveys or feedback.	HR or Third Party Consultant	April 15



Collate and summarize Council feedback; collate all other information gathered and send to Council for review.	CAO Performance Evaluation Committee with assistance from HR or Third Party Consultant if required	April 20
Meeting to discuss CAO review and provide overall feedback; determine/decide on salary adjustment.	Mayor and Council with support from HR or Third Party Consultant	May 1
Summarize all feedback from Council into CAO performance evaluation document.	CAO Performance Evaluation Committee	May 10
Meet with CAO to deliver feedback and advise of salary adjustment, if applicable.	CAO Performance Evaluation Committee	May 15
Advise HR in writing to process salary adjustment for the CAO, if applicable.	CAO Performance Evaluation Committee	May 15
Prepare salary adjustment paperwork for CAO, retroactive to CAO anniversary date, if applicable and provide to Payroll to process adjustment	HR	May 20
Develop initial key performance objectives for coming year and provide CAO Performance Evaluation Committee for recommendation to Council approval	CAO	June 1



Share and discuss key performance objectives for coming year with Council; Finalize.	CAO, Mayor, and Council	June 15
Meet to debrief and evaluate the Performance Evaluation process	CAO Performance Evaluation Committee	September 15
Mid-Year Check-In (if required)	CAO, Mayor, and Council	September 30

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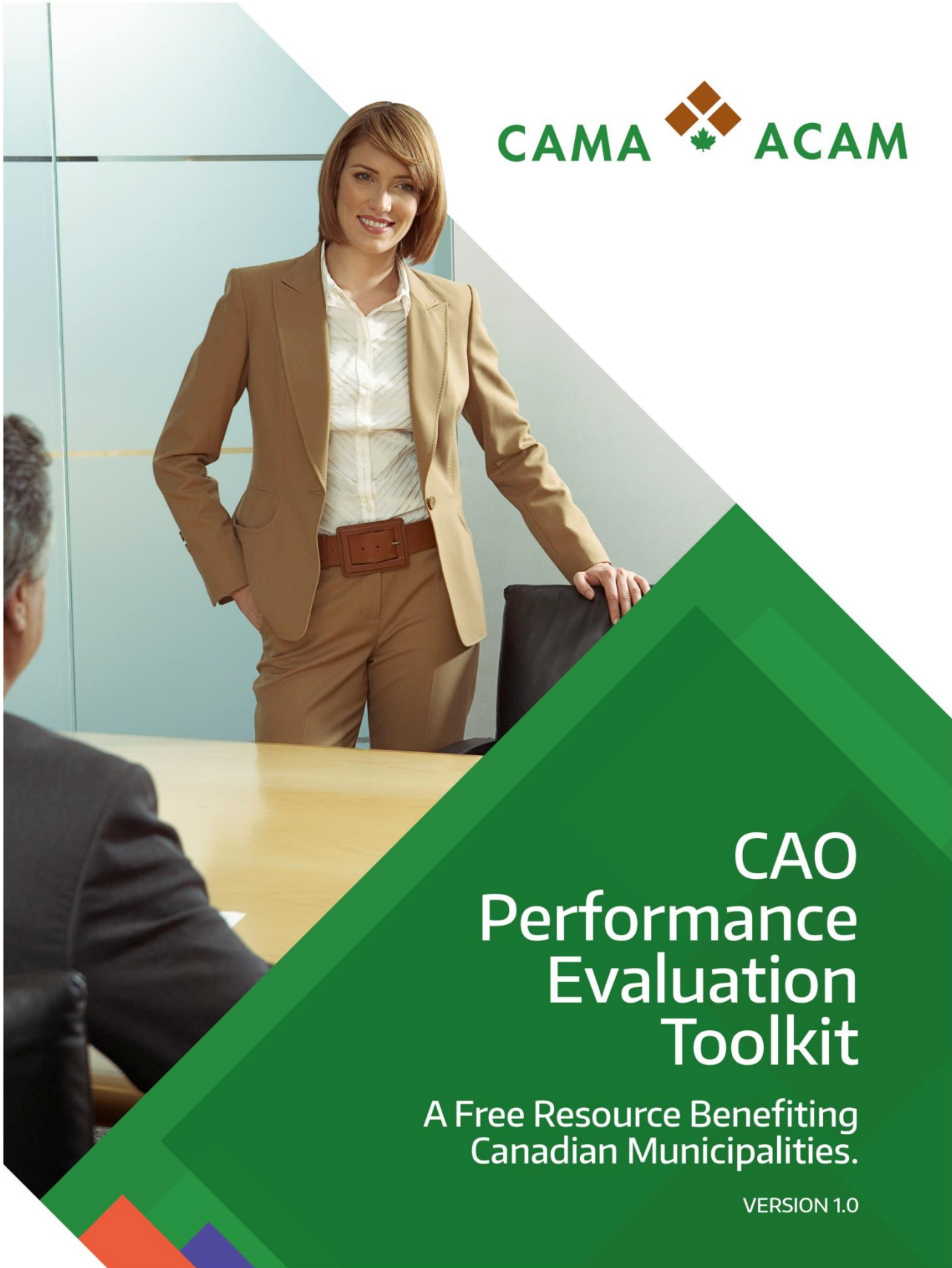


"Schedule B"

CAMA Performance Evaluation Toolkit

DRAFT





CAO Performance Evaluation Toolkit

A Free Resource Benefiting
Canadian Municipalities.

VERSION 1.0

To access templates and best practices documents related to this Toolkit, please use the links included or visit the CAMA [website](#).

Please note that the reference to “Mayor and Council” in this document also includes Reeves, Chairs, Heads of Council and elected officials.

Please contact us with your questions and comments. CAMA will help connect you with other colleagues.

Contact

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MESSAGE FROM THE CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

It seems like a given, but regular performance evaluation is not always a forethought for CAO and Mayor and Council. Feedback suggests that when it is happening, it is not always used effectively. The Canadian Association of Municipal Administrators (CAMA) recognizes that performance evaluation is a process and not an event. To facilitate the process, CAMA has pulled together performance evaluation practices from municipalities across Canada.

It wouldn't have been possible to create the Toolkit without the support of our members, or the support of the Federation of Canadian Municipalities, and the elected officials who completed our surveys. What we heard was that a CAO Performance Evaluation Toolkit could improve the effectiveness of CAO Performance Management. Survey responders asked us to include standardized templates and sample wording that could easily be adapted to local demographics. They asked us for instructions and guiding principles on proper performance management and evaluation of the CAO.

The Toolkit at your fingertips gives CAOs, Town Managers, and City Managers tools to facilitate discussions with their Mayor and Council so that performance management is fair and effective. Using this Toolkit, the CAO and Mayor and Council can hold open conversations to set clear goals for the successes of the organization and community. For both parties, the Toolkit fosters:

- a foundation for good communication;
- an approach to dialogue and conversation that reduces misunderstandings;
- a process for setting annual work-related goals;
- a shared understanding of performance measures;
- a recognition of the CAO's achievements and assessment of what is being accomplished;
- an identification of performance gaps and proactive measures;
- a focus on aligning the CAO's goals with the strategic plan for the organization.

In addition to our review of sample documents and survey data, a draft of the Toolkit was piloted in early 2016 by members and elected officials. We learned from the pilot project that this compendium of tools assists CAOs to work more effectively with Mayors and Council members to set and reach strategic goals. We think it's a valuable Toolkit, one that will shift Canadian practice to a higher level of professionalism.

It's been an honour to work on this project with the members of the Task Force, our consultants, and our Executive Director. It gave us the opportunity to reflect on the challenges the leaders of Canadian municipalities wrestle with on a daily basis. It gave us an appreciation for the collective wisdom of our membership and for the unique working relationships members have to maintain with elected officials. It is our hope that this Toolkit will assist all of us to achieve our local vision, and create stronger municipalities and communities.



Janice Baker

CAMA CAO Performance Evaluation Project Task Force Chair

CAMA Representative for Ontario

CAO/City Manager for the City of Mississauga, ON

INTRODUCTION

CAMA produced this Toolkit in recognition of the importance of the relationship between the City Manager, Town Manager, or Chief Administrative Officer (CAO) and Mayor and Council. The CAO is the administrative head of the municipality who ensures policies and programs are implemented; advises and informs Mayor and Council about the operation and affairs of the municipality; and carries out the duties described in legislation.¹ The Mayor and Council rely on the CAO to be the connecting link between Council and municipal operations; and to implement the municipality's policies.

For many municipalities, the annual performance evaluation is the key performance indicator of the effectiveness of the CAO's strategic management decisions and actions. CAMA encourages a broader, more holistic understanding of performance conversations, which form part of a process, not an annual event (see [Appendix 1: Principles](#)).

CAMA's CAO Performance Evaluation Project Task Force reviewed input from Canadian municipalities to identify effective sample documents being used across the country today (see [Appendix 2: Survey Results](#)). From these, the Task Force created templates that will assist you in applying your hard work to agreed-upon strategic, operational, and individual goals. CAMA's Toolkit promotes appropriate, positive discussions between the CAO and Mayor and Council that result in better decision-making for the municipality. You'll find that CAMA's recommended performance review process incorporates many of the practices already used throughout municipalities in Canada; but packaged in an easy-to-use kit.

MOST COUNCILS RELY ON THE CAO TO:

- be the connecting link between Council and municipal operations;
- assist Council in arriving at decisions and manage the efficient execution of those decisions by municipal staff;
- develop and use an appropriate decision making process;
- regularly review staff performance;
- maintain organizational health; and
- take all reasonable steps to run the organization professionally and within approved Council policies and the limits of government legislation.

THE VALUE OF PERFORMANCE DISCUSSIONS

Effective performance management and performance evaluation should improve communication and the employment relationship between CAOs and their Councils. This is a unique relationship in that there are a number of people involved in evaluating the performance of the CAO even though Council as a body sets direction. The relationship is significantly more complex than a traditional one-to-one of supervisor to employee. While there may be similarities to Board of Director/Chief Executive Officer relationships, the municipal context has these differences:

- In many cases, provincial legislation sets the basis for the Council/CAO relationship.

¹ City of Grande Prairie. 2011. City Manager Job Description. Grande Prairie: City of Grande Prairie.

- Elected Officials may or may not have prior experience and training in the oversight and performance evaluation of a professional senior executive.
- Municipal compensation systems may provide financial incentives (i.e., an annual bonus) to drive/reward performance.

Both elected officials and municipal CAOs operate under daily scrutiny of the public and the media. Regular performance evaluations promote “a high-performance organization”² that is better able to withstand that scrutiny.

A written performance evaluation provides the CAO, the Mayor and Council with a formal record of their performance conversation and appraisals of the CAO’s achievement of agreed-upon goals, and of the organization’s performance in achieving its goals.

Goal-setting occurs at the start of an evaluation cycle through a conversation between the CAO, Mayor and Council. The conversation gives the CAO an opportunity to identify goals that support his or her career objectives. Aligning the municipality’s strategic goals with the CAO’s goals supports the CAO’s and the organization’s excellence. The review of goals and key results is an important component at the end of the annual evaluation cycle.

THE INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA) STATES THAT THE KEY VALUE OF CONDUCTING CAO PERFORMANCE EVALUATION IS:

... to increase communication between the members of the elected body and the manager concerning the manager’s performance in the accomplishment of their assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year.
ICMA 2013 4

Performance evaluations show appreciation for and feedback on the work of the CAO. Through performance evaluation the CAO better understands the roles and responsibilities of the position. Evaluations:

- offer a prime opportunity for organizational feedback;
- recognize the challenges the CAO faces;
- allow officials to hear about the CAO’s managerial style;
- encourage appreciation for the need for succession planning; and discuss/clarify the future.³

FOR CAOS

This Toolkit empowers CAOs with a process that uses strategies and templates they can share with the Mayor and Council to ensure goals, key results, core competencies, and performance measures are mutually understood.

FOR MAYOR AND COUNCIL

This Toolkit serves to inform Mayor and Council of the value of CAO performance conversations, and to offer a process for them to fairly conduct the performance evaluations.

² ICMA. 2013. Manager Evaluations Handbook. Washington, DC: ICMA. 2.

³ Cuff 2013a. 3

HOW TO USE THIS TOOLKIT

The Toolkit provides a Quick Reference section where you can see at a glance the steps for each of CAMA’s three-part process. The philosophical approach of the narrative and the foundational set of Principles ([Appendix 1](#)) emphasize “positive intent, mutual agreement, quality conversations, and long-term framing” – leading practices for conducting performance evaluations.⁴

The Toolkit is designed as “pick and choose” with a process that includes foundational steps as well as optional steps. You may choose elements to start a process in your organization or pick additional pieces to add to your existing process. The Toolkit provides suggestions on how and when to start the process, and can help organizations build a simple process or a more complex discussion process to suit their local needs. We offer a single performance evaluation template of core competencies (Template 1.6A). You may choose to alter or add to it from Template 1.6B: Alternative Competencies.

The Toolkit can be viewed as a “start to finish how-to guide” or can be used as a quick reference allowing a CAO or Mayor and Council to consider improved practices in any one step in the performance evaluation process.

To facilitate performance conversations, the Toolkit tasks CAOs and Mayor and Council to pick and choose from tools and templates to create deliverables. In the CAO’s case, the deliverable is a handbook for Mayor and Council’s response. In the Mayor and Council’s case, the deliverable is the *Final Performance Evaluation Report*.

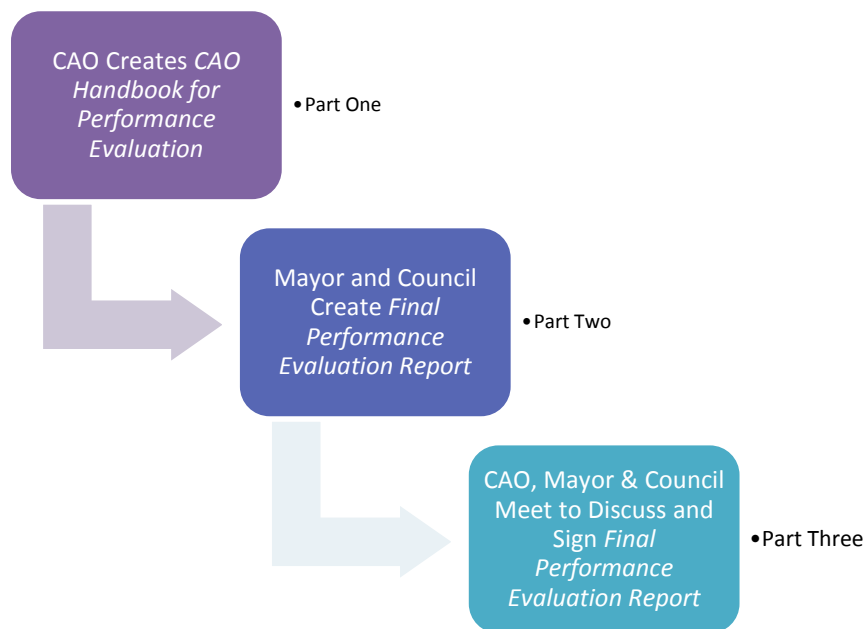


Figure 1: CAMA’s Three-part Performance Evaluation System

⁴ Syme, Gord. 2014 (b) of Conroy Ross describes these four evaluation requirements that promote the long-term success of the municipality.

1. CAO BUILDS A *CAO HANDBOOK FOR PERFORMANCE EVALUATION* TO PRESENT TO MAYOR AND COUNCIL



CAMA recommends that the CAO first read through the Toolkit, templates, and sample documents to determine which tools would work in their municipality. CAOs build a handbook by gathering select elements from the Toolkit and completing templates for Mayor and Council’s response. The CAMA Toolkit may be appended as an appendix; and some Council members may choose to add additional elements for the performance evaluation.

[Appendix 3: CAO Process Checklist](#) provides a way for CAOs to identify the chosen elements of this Toolkit and to gather them together into the *CAO Handbook for Performance Evaluation*.

[Handbook Cover Template](#) provides this title page.

MAYOR AND COUNCIL BUILD A *FINAL PERFORMANCE EVALUATION REPORT* TO SHARE WITH THE CAO

During Part 2, the Mayor and Council work through the *CAO Handbook for Performance Evaluation* to prepare a *Final Performance Evaluation Report*.

The Mayor and each Council member complete Template 1.6A: CAO Performance Evaluation. All of the ratings are tallied and comments are grouped into a thematic narrative. All of this information is merged into a single, final document. In many cases, a consultant is hired to prepare the *Final Performance Evaluation Report*. (The fee varies for consultants who are sometimes hired to produce the report).

The [Final Performance Evaluation Report Cover Template](#) provides this title page.



THE CAO, MAYOR AND COUNCIL MEET TO DISCUSS AND SIGN THE *FINAL PERFORMANCE EVALUATION REPORT*

Part 3 involves a joint performance conversation between the CAO, Mayor and Council. The goals are set for the coming year, and each participant signs off on the *Final Performance Evaluation Report*.

QUICK REFERENCE GUIDE

1. THE CAO'S PROCESS

CREATING THE *CAO HANDBOOK FOR PERFORMANCE EVALUATION*

Note that your municipality may not have all the elements described in the process, but because this Toolkit is a “pick and choose” model, that is completely fine. Use the elements that you do have, and consider, as you read through, whether you’d like to investigate additional elements for next year. As you work through Part 1, you will collect information into a handbook to give to Mayor and Council for their work in preparing the *Final Performance Evaluation Report* in Part 2. A checklist for your information gathering is provided in [Appendix 3: CAO Process Checklist](#).



Figure 2: Annual CAMA Performance Evaluation Cycle, Part 1

1.1 Review Governance Requirements: The CAO gathers and reviews all policies, bylaws, regulations, and acts that relate to or clarify the role of the CAO, or that Council must follow in regard to performance evaluations of their CAO.

1.2 Review Hiring Documents: The CAO gathers and reviews the CAO job description, contract, and covenants (if any).

1.3 Review Goals & Key Results: The CAO gathers and reviews previously agreed-upon strategic goals, key result areas, the strategic plan, and/or Council priorities.

1.4 Review Core Competencies & Performance Metrics: The CAO gathers and reviews previously agreed-upon core competencies and the performance metrics that are used to rate performance.

1.5 Pull the Data Together: The CAO has completed a review of relevant documents, including any quarterly or periodic reviews.

1.6 Conduct the Self-Assessment: The CAO uses Template 1.6A: Performance Evaluation template to conduct his or her self-assessment prior to the Mayor and Council using the same assessment template for their assessment of the CAO.

2. MAYOR AND COUNCIL'S PROCESS

CREATING THE *FINAL PERFORMANCE EVALUATION REPORT*

Part 2 of the performance evaluation cycle occurs when Mayor and Council have the CAO's *Handbook for Performance Evaluation* in hand.



2.1 Council Receives the CAO's Information Package: The *Handbook for Performance Evaluation* includes all the background/foundational data the CAO gathered as part of the package as well as the CAO's Self-assessment.

2.2 Mayor and Council Organize their Review: The task of gathering and assessing the data involves agreeing on how to get input from all members, whether to designate a committee of Council to lead the exercise and, whether assistance is required from Human Resources or a consultant.

2.3 Using a Template for Performance Evaluation: This is the traditional step of the process wherein Mayor and Council rate the CAO's performance using Template 1.6A: Performance Evaluation.

Figure 3: Annual CAMA Performance Evaluation Cycle, Part 2

2.4: Mayor and Council Discuss their Review of the CAO's Self-assessment – In this step Mayor and Council need to agree on the process for capturing (note taking) agreement on their feedback and developing the *Final Performance Evaluation Report* (rolled up feedback).

2.5: Council Prepares for the Discussion with the CAO – Things to be considered include: the rules of feedback, the purpose and desired outcome of the performance evaluation discussion, and who is chairing the discussion.

2.6: Council Shares the Final Performance Evaluation Report with the CAO – A date is set for discussion.

3. CAO, MAYOR AND COUNCIL MEET TO DISCUSS THE PERFORMANCE EVALUATION REPORT



Figure 4: Annual CAMA Performance Evaluation Cycle, Part 3

3.1: Joint Review of the Final Performance Evaluation Report – The conversation uses constructive feedback to present and discuss the *Final Performance Evaluation Report*. Discussion revolves around the key elements of the Toolkit.

- How well did the CAO’s performance align with Council’s Strategic Goals?
- What were the overall ratings?
- What discussion arises from the final notes? Are there any themes that emerged?

3.2: Final Review of Proposed New Goals for the CAO - A final review of the proposed Strategic Goals and Key Results for the coming year links the CAO’s goals with the municipality’s strategic plan/priorities.

3.3: Meet to Sign off on the Final Performance Evaluation Report – The CAO, Mayor and Council sign off on the document.

3.4: A New Year – Begin the performance evaluation cycle again.

PART 1: THE CAO'S PROCESS

Creating the *CAO Handbook for Performance Evaluation*

1.1 REVIEW GOVERNANCE REQUIREMENTS

[SAMPLE DOCUMENTS #1:
GOVERNANCE DOCUMENTS](#)



The CAO and Mayor and Council need to become familiar with the existing documents that give the CAO his/her authority and guidance in regard to his/her role. These documents include legislation, municipal policies, and by-laws. Within the *Municipal Government Act* in some provinces, there are Sections variously describing CAO job descriptions, duties, powers, and/or the purpose of performance evaluation and the processes, including timelines, to be used. These are all very important inputs that inform the performance evaluation process.

Some municipalities have created municipal policies that require evaluation of job performance, set the standards by which it will occur, and outline the procedures for how it should occur. For those wishing to formalize the process in policy, *Best Practices Governance Documents* includes a policy that is in place in Alberta.

Some municipalities have created by-laws that establish and define the powers and duties of the CAO. These typically provide clarity as to the corporation's view of the CAO's role and responsibilities. For those municipalities wishing to formalize the powers and duties of the CAO in by-law, *Best Practices Governance Documents* includes a municipal manager by-law that is in place in Alberta.

Some municipalities have identified, through a by-law, that responsibilities and authorities may be delegated by Council to a Municipal Manager. *Best Practices Governance Documents* includes a manager delegations by-law that is in place in Alberta.

1.2 REVIEW HIRING DOCUMENTS



[TEMPLATE 1.2A: JOB DESCRIPTION](#)

[SAMPLE DOCUMENTS #2: FOR HIRING A CAO](#)

One of our survey respondents noted that he/she thought the purpose of the CAO performance evaluation was “To define the true role of the CAO as opposed to the job description.” It is no simple task to recruit and hire a municipal manager who will help take the municipality where it wants to be in five to ten years. For this reason, Template 1.2A: Job Description advocates for the inclusion of strategic roles such as capacity-building, cultivating economic prosperity, building an historic and active community, and other abilities related to providing strong futuristic leadership. The job description should clearly state the CAO’s:

- responsibilities and roles;
- degree of authority;
- general responsibilities to Mayor and Council;
- responsibilities linked to the Strategic Plan; and
- qualifications.

Include a copy of your job description in the *CAO Handbook for Performance Evaluation* you are creating. The job description is a foundational document and will provide topics of conversation between you and Mayor and Council, particularly if it needs to be updated.

Another document to add to the handbook is the employment agreement signed by the CAO, Mayor and Council. You may refer to CAMA’s Model Employee Agreement found in [Sample Documents #2: for Hiring a CAO](#).

“...elected and appointed leadership [need to] strategically work together in an anticipatory fashion to align the municipal organization for success.”

—SURVEY RESPONSES (CAO)

1.3 REVIEW GOALS AND KEY RESULTS



[SAMPLE DOCUMENTS #3: FOR ORGANIZATIONAL IMPROVEMENT](#)

[TEMPLATE 1.3: STRATEGIC PLANNING CHECKLIST](#)

[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE](#)

ADD THE STRATEGIC PLAN/COUNCIL PRIORITIES TO THE HANDBOOK

A municipality's strategic plan is another foundation document the CAO needs to gather and review. If your municipality does not have a strategic plan, then gather information about Council priorities and add these to your handbook.

If you decide to develop a strategic plan, [Template 1.3: Strategic Planning Checklist](#) can provide some assistance, but developing a full three to five year strategic plan is beyond the scope of this Toolkit.

ESTABLISH THE CAO'S GOALS AND KEY RESULTS

At the start of the evaluation cycle, it is important to establish the CAO's goals in a way that aligns them with the strategic goals for Mayor and Council. At the end of the evaluation cycle, the goals are reviewed and revised as necessary. This is true whether a CAO is brand new or has been with the municipality for twenty years. The goals should be achievable within the evaluation cycle.

The Performance Evaluation Template (1.6A) contains space to record a suggested three to five CAO Goals and Key Results. One effective way of setting them is to use the S.M.A.R.T goal concept. A variety of interpretations of the SMART acronym have been used since the 1960s. George T. Doran's interpretation (1981) is often considered to be the foundational one. It is described below.

S	Specific: target a specific area for improvement.
M	Measurable: quantify, or at least suggest, an indicator of progress.
A	Assignable: specify who will do it.
R	Realistic: state what results can realistically be achieved given available resources.
T	Time-related: specify when the result can be achieved. ⁵

⁵ <https://www.projectsmart.co.uk/brief-history-of-smart-goals.php>

Doran wrote that it was important to note that not every goal needs to have all of the five criteria, and further, that not every goal is measurable. In the example below, you will find definitions and a proposed SMART goal.

	Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results for the CAO (SMART Goal)	Performance Metric	Target Completion Date
Definition	Use this space to identify each of the Council's priorities that align with the CAO's goals	Align each goal with Council's priorities.	Each result statement should directly support a strategic priority	Measure the success of results achieved against the goal	
Example	Continue to be an Employer of Choice (focus on leadership)	Build Trust through Council and Staff Relations	<p>Specific target area: trust;</p> <p>Measurable: flow of communication between CAO and Council and between Council and its Committees;</p> <p>Assignable: to the CAO;</p> <p>Realistic results: coordinate and facilitate the flow of information between Council and its Committees;</p> <p>Time-related: one year timeframe/ the fiscal year.</p>	1-5 as noted in Table 2	Fiscal Year

The material provided in the toolkit will go a long way to addressing a number of the challenges that I identified in our process. It is imperative that CAOs and Councils are using a process that everyone sees the value of, and has confidence in.

— SURVEY RESPONSES (CAO)

1.4 REVIEW CORE COMPETENCIES AND PERFORMANCE METRICS



[SAMPLE DOCUMENTS #4: FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE](#)

[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE](#)

CORE COMPETENCIES

The core competencies that CAMA is using for its performance evaluation come from ICMA’s Practices for Effective Local Government Management (Table 1)⁶. These core management areas form the foundation for Template 1.6A: Performance Evaluation Template. We note, however, that in addition to these core areas, our survey findings and review of member’s performance evaluation documents, that there are other competencies used across Canada. These examples are found in Template 1.6B: Alternative Competency Areas. As you build your Performance Evaluation Template, you may consider substituting or adding from Template 1.6B.

Table 1: ICMA’s Practices for Effective Local Government Management

CORE MANAGEMENT AREA	DEFINITION
Staff effectiveness	Promoting the development and performance of staff and employees throughout the organization.
Policy facilitation	Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives.
Functional and operational expertise and planning	Ensuring efficient organizational structure and operations.
Citizen service	Determining citizen needs and providing responsive, equitable services to the community.
Performance measurement/management and quality assurance	Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.

⁶ modified from http://icma.org/en/university/about/management_practices

Initiative, risk taking, vision, creativity, and innovation	Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.
Technological literacy	Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access.
Democratic advocacy and public engagement	Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community.
Inclusion	Creates an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.
Budgeting	Preparing and administering the budget.
Financial analysis	Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.
Human resources management	Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives.
Strategic planning	Positioning the organization and the community for events and circumstances that are anticipated in the future.
Advocacy and interpersonal communication	Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest.
Presentation skills	Conveying ideas or information effectively to others
Media relations	Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the media.
Integrity	Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.
Personal development	Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity.

PERFORMANCE METRICS

Just as each Goal includes a statement about the Key Result that will be achieved if the goal is met, so too does each competency include statements about standards of behaviour for that competency.

For each key result and competency statement, the performance metric scale is from one to five where one is poor and five is excellent. Each CAO (for self-assessment) and elected official (for the final report) will complete this form and all evaluations will be consolidated and shared with Council and with the CAO. Note that for each statement you leave without a score, a value of “3 = Average” will be awarded.

Table 2: Rating Instrument⁷

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (generally does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)

Rank answers from 1 to 5

Any item left blank will be interpreted as a score of “3 = Average”

1.5 PULL THE DATA TOGETHER

[HANDBOOK COVER TEMPLATE](#)



All of the data you have gathered into the *CAO Handbook for Performance Evaluation* will support your final task of completing the Self-assessment. You should gather together any periodic or quarterly reviews and read them over prior to your self-assessment.

⁷ ICMA's City Manager Performance Evaluation Criteria

The same form – Template 1.6A: Performance Evaluation Template – should be used for:

- the CAO Self-assessment;
- the Mayor and Council individual CAO performance evaluations; and
- the *Final Performance Evaluation Report*.

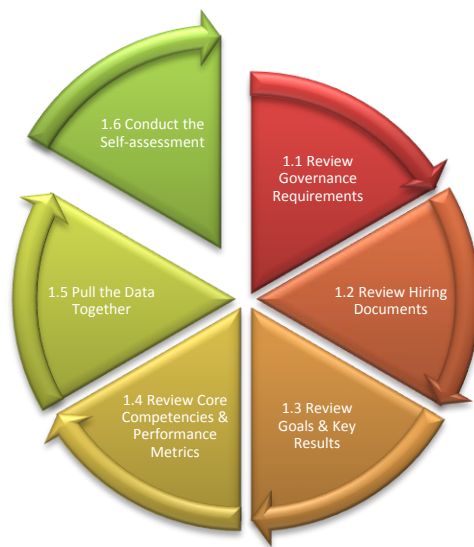
You will need to include your completed Template 1.6A as Self-assessment, and a blank Template 1.6A for the Mayor and Council members to complete.

You can also make the blank Template 1.6A for the Final Evaluation Report available to the consultant or Council sub-committee that will compile all of the evaluations into the final report.

Copy the Handbook Cover Template and all of your gathered information to provide the Mayor and each Council member with the *CAO Handbook for Performance Evaluation*.

“To ensure the organization is moving forward and meeting the expectations of Council from both an operational and strategic perspective. Specifically that the organization is focusing on the right things, Council has confidence in the financial management of the City, service delivery is meeting the needs of the community and customer service is seen as meeting or exceeding community expectations.
— SURVEY RESPONSES (CAO)

1.6 CONDUCT THE SELF-ASSESSMENT



[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE](#)

[TEMPLATE 1.6B: ALTERNATIVE COMPETENCY AREAS](#)

[SAMPLE DOCUMENTS #5: FOR LINKING THE CAO'S EVALUATION TO THE STRATEGIC PLAN](#)

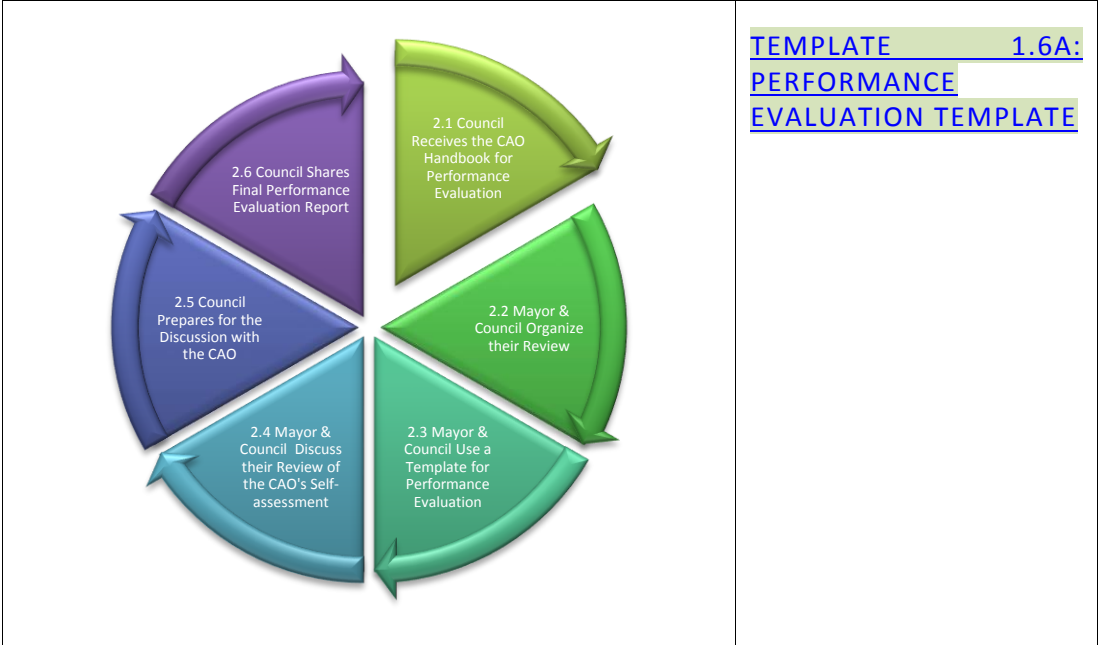
Use Template 1.6A: Performance Evaluation Template for the CAO Self-assessment. If appropriate, use Template 1.6B: Alternative Competency Areas to augment the evaluation components in the evaluation. Sample Documents #5: For Linking the CAO's Evaluation to the Strategic Plan can be used as a way to assess goals and key results.

At the end of the process, when the CAO receives the *Final Performance Evaluation Report* for review, the CAO can extend the self-assessment by comparing personal ratings against those provided by the Mayor and Council.

PART 2: MAYOR AND COUNCIL’S PROCESS

CREATING THE *FINAL PERFORMANCE EVALUATION REPORT*

2.1 COUNCIL RECEIVES THE CAO HANDBOOK FOR PERFORMANCE EVALUATION



The Mayor and each Council member receive the *CAO Handbook for Performance Evaluation*. It includes all of the information gathered by the CAO as pertinent for their evaluation. A copy of this Toolkit is appended. In addition, the CAO’s Self-assessment is provided for review, and a blank Template 1.6A: Performance Evaluation Template is provided for completion.

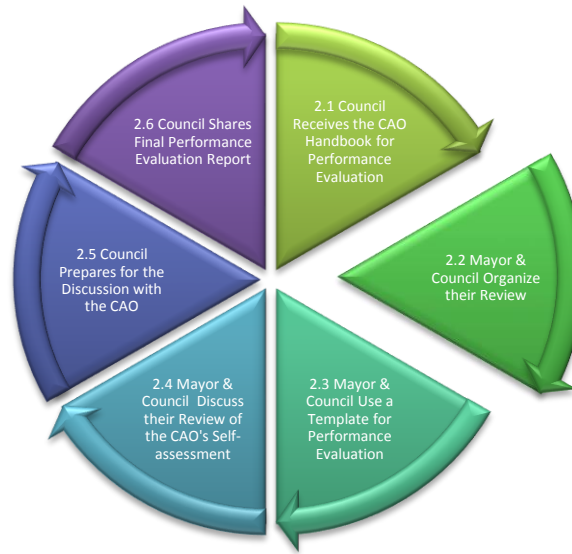
Review the CAO’s job description, and any signed agreements between the CAO and Mayor and Council. Do any aspects of these documents need to be changed? Are there any new pieces of legislation or municipal by-laws that have triggered the need for change? In the Self-assessment, how well has the CAO met the Goals and Key Results defined in Table 1: CAO Goals and Key Results Areas for [year] (from Template 1.6A: Performance Evaluation Template)?

Upon review of the handbook, a decision should be reached about whether to go ahead with using Template 1.6A: Performance Evaluation Template as is, or whether to add in or substitute out some other competencies from Template 1.6B: Alternative Competency Areas.

The CAO may wish to meet with the Mayor or the HR Director/consultant to review the *CAO Handbook for Performance Evaluation*.

2.2 MAYOR AND COUNCIL ORGANIZE THEIR REVIEW

[SAMPLE DOCUMENTS #4: FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE](#)



Mayor and Council need to determine how to manage the information provided in the *CAO Handbook for Performance Evaluation* and to determine a timeline for all meetings and review periods going forward.

The Mayor and all Council members should be involved in the review. Steps taken at this stage include:

- setting timelines for the completion of Template 1.6A: Performance Evaluation; and
- deciding who will create the Final Evaluation Report;

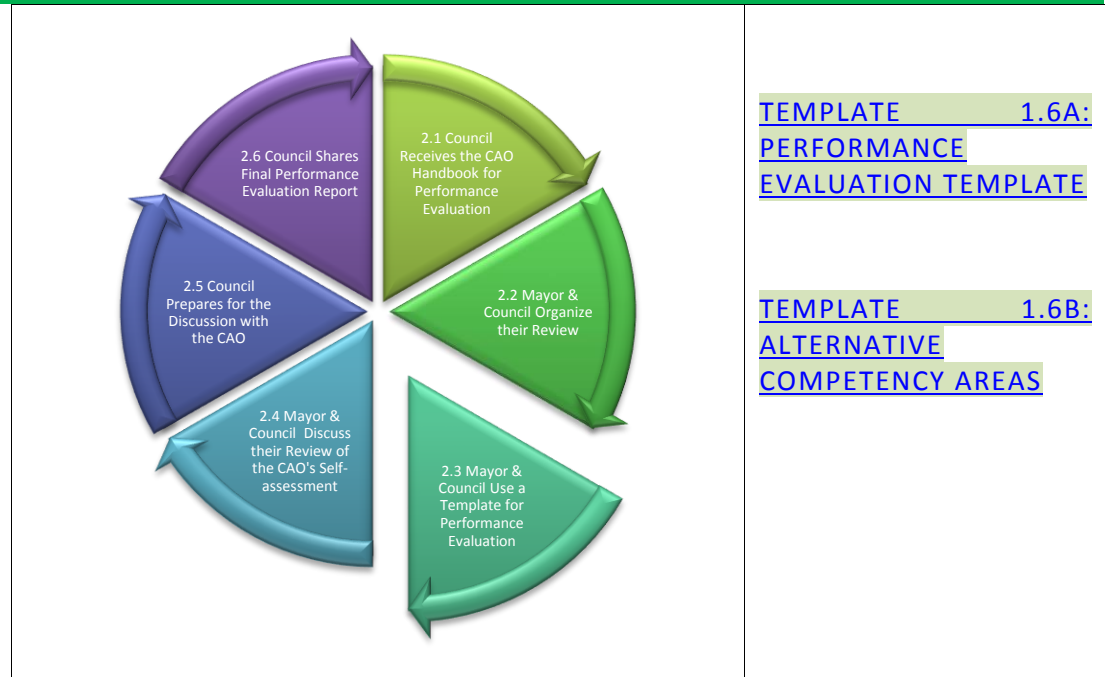
Options that could be considered for those responsible for completing the Final Evaluation Report include:

- the Mayor;
- Council;
- a committee of Council;
- a consultant;
- senior management; or
- a combination of the above.

Council often leans on the HR director because of their expertise. However, because the CAO is an employee of the Mayor and Council, the role of the CAO is unique. The HR department reports to the CAO and would therefore be in an awkward position if asked to manage the CAO's performance evaluation. What seems most appropriate is that the HR director could facilitate the performance evaluation and manage the process, but would not take a role in the content that is developed. Certainly the use of a consultant is widely accepted for facilitating the process. (Note that consultant fees vary.) Performance evaluations take place in executive/closed session.

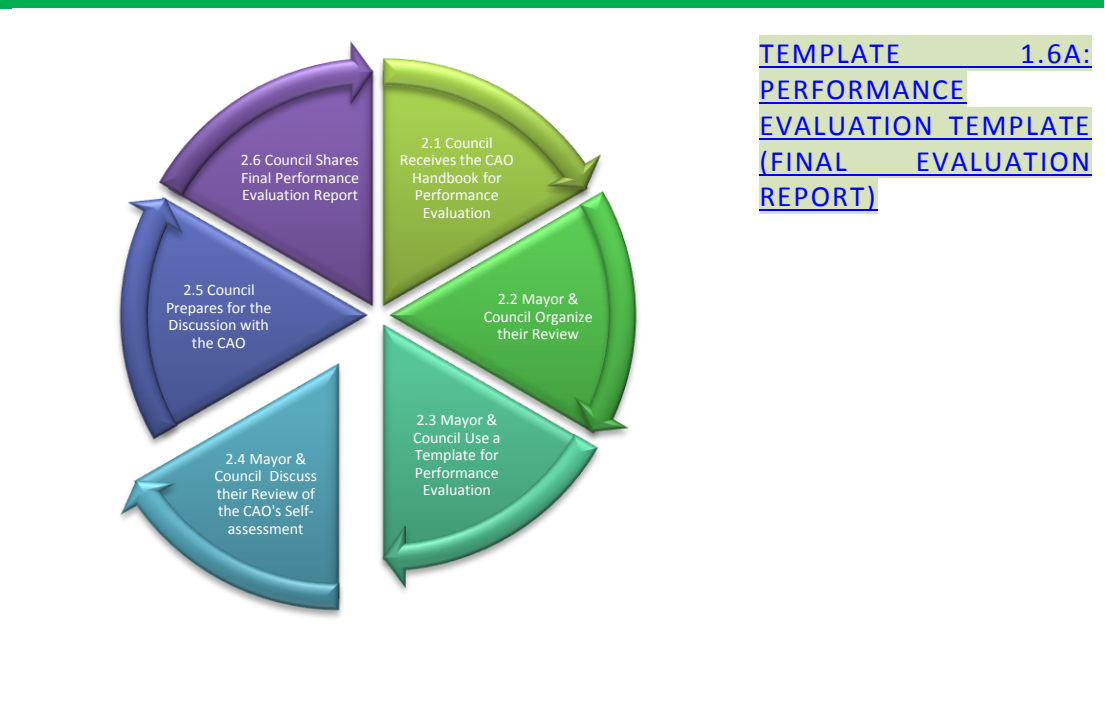
Optional Steps in the Evaluation Cycle (page 26) provides tips for setting up a 360 survey of the CAO, which would include those who report directly to the CAO, and other stakeholders identified by the CAO, and confirmed by Mayor and Council.

2.3 MAYOR AND COUNCIL USE A TEMPLATE FOR PERFORMANCE EVALUATION



This is the traditional step in the performance evaluation process. In addition to reviewing the CAO's Self-assessment, the Mayor and each Council member completes their own copy of Template 1.6A: Performance Evaluation. Each copy is turned over to the committee or consultant responsible for compiling the information into the Final Evaluation Report.

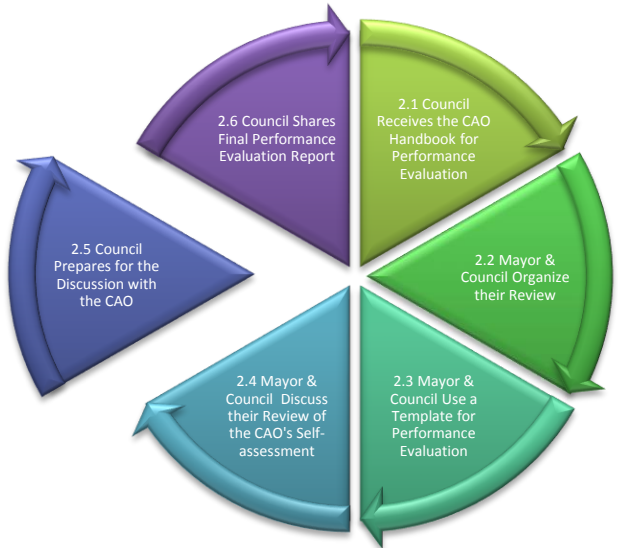
2.4 MAYOR AND COUNCIL DISCUSS THEIR REVIEW OF THE CAO'S SELF-ASSESSMENT



Using Template 1.6A, Council, a Council committee, or a consultant gathers all of the written comments about and ratings for the CAO’s Goals, Key Results, and Core Competencies; provides a final score for each category; and ranks the findings. The rankings will show areas of excellence as well as areas for improvement. The written comments are grouped into thematic areas, and appended to the end of the *Final Evaluation Performance Report*.

The Draft Final Evaluation Report and the CAO’s Self-assessment are discussed. Any final changes are noted and a few days to a week are allowed for preparation of the *Final Performance Evaluation Report*.

2.5 COUNCIL PREPARES FOR THE DISCUSSION WITH THE CAO



[TEMPLATE 1.6A: PERFORMANCE EVALUATION TEMPLATE \(FINAL EVALUATION REPORT\)](#)

[SAMPLE DOCUMENTS #4: FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE](#)

Mayor and Council decide how feedback will be discussed, how one of a kind comments will be handled, who will chair the performance evaluation conversation, and the purpose and desired outcome of the meeting. The *Final Performance Evaluation Report* is received from the consultant or sub-committee that prepared it.

“Our philosophy is to help him succeed, if he succeeds then staff succeeds; if admin succeeds then Council succeeds.”
— Survey Response (Elected Official)

DELIVERING POSITIVE AND CONSTRUCTIVE FEEDBACK IN THE WRITTEN NARRATIVE AND DISCUSSION

It has been said of performance evaluations that when ‘an atmosphere of trust, respect and transparency characterizes the relationship between CAO, Mayor and Council, the CAO’s performance can have a direct and lasting impact on the ability of Council to carry out its mandate.’ That being said, sometimes constructive feedback is necessary, and there are tips to do this effectively. The earlier the better is a good rule. If the feedback did not come with the actual event, and has accrued through the performance evaluation period, then there are some suggestions to keep in mind.

- Don’t use the delivery of the constructive feedback to vent.
- Accentuate the positive. If there is a constructive comment, there must be a positive outcome that is being sought. What is it?
- Ask how the problem originated—it helps to get to the root of the problem.
- Involve the CAO and Mayor and Council in the solution.

For positive feedback, it is equally important to be fair and realistic. As noted in the quote below, too much positive feedback can be deceiving. A better approach is to coach the CAO on the type of appropriate and effective behaviour that could be exercised more often.

A CONSULTANT DESCRIBES AN AVOIDABLE FEEDBACK SCENARIO

[There are a] number of instances wherein I have been called by a Council concerned about its deteriorating relationship to the CAO and yet having just polished off another performance assessment proclaiming that the CAO is soon to walk on water. The CAO is of course stunned by one result/sentiment or the other and most likely both. It is akin to the hockey coach receiving a very positive endorsement just prior to the fateful call (sometimes by the same fellow) announcing that the team in its wisdom felt that a change was needed, hard to fire the team, need a different voice ...

(Cuff, George. FCMC. 2015. Governance Zone: What Results? p. 1)

Maintaining an open communication is important to the success of the municipality. The evaluation should be a conversation between Council and the CAO, not just Council offering their opinions.

— Survey Response (Elected Official)

2.6 COUNCIL SHARES FINAL PERFORMANCE EVALUATION REPORT



[TEMPLATE 1.6A:
PERFORMANCE
EVALUATION TEMPLATE
\(FINAL EVALUATION
REPORT\)](#)

[SAMPLE DOCUMENTS
#4: FOR THE ANNUAL
PERFORMANCE
EVALUATION SCHEDULE](#)

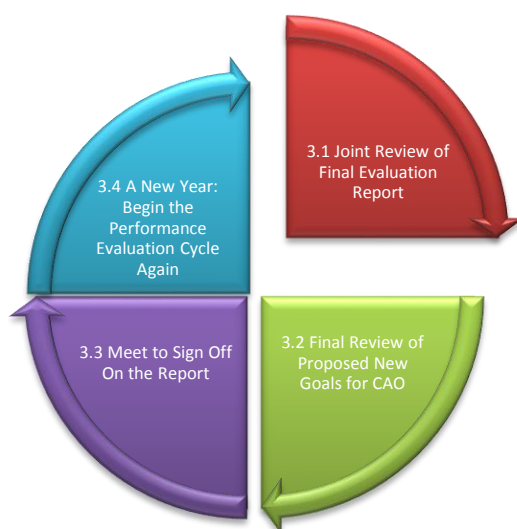
The *Final Performance Evaluation Report* is circulated to all participants. The CAO, Mayor and Council should have time to review the Final Evaluation Report prior to the meeting to discuss it. Some CAOs share the results of the report with their teams, thereby building trust and driving change.

As Mayor (and Chair) of the performance committee, the process was discussed ahead of time with councilors and the CAO. The results of the formal process survey were aggregated and shared with the CAO so that the range of results could be seen. Results where there was significant agreement as well as those areas with a wide range of response were discussed. A cumulative report was filed with opportunity to further discussion.

— SURVEY RESPONSES (MAYOR ON FEEDBACK FOR PERFORMANCE EVALUATIONS)

PART 3: CAO, MAYOR AND COUNCIL MEET TO DISCUSS THE PERFORMANCE EVALUATION

3.1 JOINT REVIEW OF THE FINAL PERFORMANCE EVALUATION REPORT



The meeting is essentially a conversation that presents and discusses the *Final Performance Evaluation Report*. Discussion revolves around the key elements of the Toolkit.

- How well did the CAO's performance align with Council's Strategic Goals?
- What were the overall ratings?
- What discussion arises from the final notes? Are there any themes that emerged?

Maintaining an open communication is important to the success of the municipality. The evaluation should be a conversation between Council and the CAO, not just Council offering their opinions.

— SURVEY RESPONSES (ELECTED OFFICIAL)

3.2 MEET TO FINALIZE THE FINAL PERFORMANCE EVALUATION REPORT



PROPOSE OTHER GOALS FOR THE COMING YEAR

Template 1.6A: *Final Performance Evaluation Report* leaves room for up to eight strategic goals that are set in Table 1 at the start of the evaluation cycle, and in Table 2 for the close of the evaluation cycle.

Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results for the CAO (SMART Goal)	Performance Metric	Target Completion Date
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Setting Achievable Goals

... a good performance review would [include a] discussion regarding whether or not those goals [from last year] were set in a moment of euphoria (i.e., filling all the potholes) or actually achievable.

(Cuff, George B. 2015 *Governance Zone: What Results?* p. 2)

Certain goals set last year may remain unchanged, as they are ongoing strategic goals for the municipality and therefore the CAO. Other goals may be new, so this is the time to discuss all of the chosen goals for the coming year in light of their:

- appropriateness for the municipality;
- advancing the CAO's professional goals and interests; and
- potential for enhancing the relationships between the CAO, Mayor and Council, staff, stakeholders, and the community.

I have never had a performance evaluation from Council. I have to base my actions going forward on day to day successes I can see myself and staff attain and by trying to determine what goals and actions Council would like to see achieved by listening during their discussions.

— SURVEY RESPONSES (CAO)

3.3 MEET TO SIGN OFF ON THE FINAL PERFORMANCE EVALUATION REPORT

[SAMPLE DOCUMENTS #5:
TOOLS FOR LINKING THE
CAO'S EVALUATION TO THE
STRATEGIC PLAN](#)



- The CAO, Mayor and Council sign off on the document.
- A final review of the proposed Strategic Goals and Key Result Areas for the coming year links the CAO's goals with the municipality's strategic plan/priorities.

3.4 A NEW YEAR



Begin the performance evaluation cycle again.

OPTIONAL STEPS IN THE EVALUATION CYCLE

DEVELOPING A COMPENSATION FRAMEWORK

During discussions about job descriptions, hiring, and performance evaluation, a compensation framework can be developed. Use the [Compensation Options Template](#), which provides options from ICMA's Employment Agreement.

When the Mayor and Council meet to discuss the Final Evaluation Report, they may use the time to decide upon compensation. The Final Evaluation Report identifies the level of performance satisfaction for the entire performance period. In addition to the ratings and executive summary of the Final Evaluation Report, compensation decisions may be based on:

- the economic climate of the municipality and community;
- the general status of comparable compensation in the private sector of the community;
- compensation decisions for other employees of the local government; and
- a comparative salary review.

SETTING UP QUARTERLY REVIEWS

The importance of regular conversations or “check-ins” cannot be overstated. Building solid, respectful working relationships will advance everyone's interests and avoid having surprises arise over the course of the year and specifically at year-end. Regular performance conversations make it easier to link compensation to performance at the year-end performance evaluation.

Some municipalities set up quarterly reviews for a more formal approach to “checking in,” which gives the opportunity to review/change goal that is no longer achievable due to new circumstances.

SURVEYING STAKEHOLDERS

Whether the municipality is small, medium, or large, there are components of performance evaluations that can elevate their effectiveness, such as a survey of stakeholders. Stakeholders include executive officers who report directly to the CAO and stakeholders identified by the CAO, and confirmed by Mayor and Council.

The review provides valuable information on how results are achieved and how the community perceives both the CAO and the municipality. Some evaluations call for a 30-minute interview with all stakeholders except for those stakeholders who provide feedback online. Conducting performance evaluations holds all those involved to professional standards and builds a community within the organization because all stakeholders involved are asked for input. This includes staff who report to the CAO, stakeholders who work with the CAO, and Mayor and Council. All participants in the Survey of Stakeholders must be assured that their input is confidential and that the results of interviews and surveys will be scrubbed to be non-attributable.

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APPENDIX 1: PRINCIPLES

ACHIEVING STANDARDS OF EXCELLENCE

PROFESSIONAL CHIEF ADMINISTRATIVE OFFICERS ARE ESSENTIAL FOR EFFECTIVE LOCAL GOVERNMENT TO OPERATE WITH STANDARDS OF EXCELLENCE.

VALUING EMPLOYEE RELATIONS

CAO PERFORMANCE EVALUATIONS ARE A WAY FOR MAYOR AND COUNCIL TO RECOGNIZE, APPRECIATE, AND EVALUATE THEIR RELATIONSHIP WITH THEIR EMPLOYEE.

Mayor and Council may change more often than the CAO, so the performance evaluations offer a way to ensure all involved have clearly outlined understandings and expectations for the CAO. The best time to make those expectations known is during the annual evaluation.

Performance evaluations, when there is a good relationship between the CAO and the Mayor and Council, allow for a discussion about the performance of the whole organization. The performance evaluations are a tool to better inform and engage Mayor and Council with the CAO's work, and to recognize the challenges the CAO faces. In gaining such an understanding, Mayor and Council can better appreciate the effectiveness of the CAO's work, and determine ways to strengthen their support of this work.

The relationship between Mayor and Council and the CAO ought to be front and centre in any performance evaluation. Positive relationships, marked by respect, trust, and transparency will advance the achievement of organizational goals.

CONTINUOUS IMPROVEMENT TOWARD ACHIEVING ORGANIZATIONAL GOALS

THE FOUNDATION OF A PERFORMANCE MANAGEMENT SYSTEM ALIGNS GOALS AND EXPECTATIONS FOR THE CAO WITH OVERALL ORGANIZATIONAL STRATEGIES.

High performance organizations promote continuous improvement for the CAO and the organization, empowering both to achieve success. As long-term outcomes come within reach, standards of excellence can be redefined.

In some provinces the first goal is to meet legislative requirements that Council conduct regular CAO performance evaluations. Many jurisdictions have policies and bylaws in place that describe responsibilities and expectations towards performance evaluation of CAOs. Performance evaluation is a tool for organizational excellence. Legislative context enriches the process and provides additional tools in the toolbox that are specific to provincial and civic jurisdictions.

EFFECTIVE, ONGOING COMMUNICATION

POSITIVE WORKING RELATIONSHIPS ARE BUILT AND MAINTAINED WITH EFFECTIVE, ONGOING COMMUNICATION.

Communication is one tool in the working relationship between manager and elected officials and is NOT a report card that is an end in itself. With ongoing communication between the manager and officials, nothing in the performance evaluation should come as a surprise; it should be a summary of previously held conversations.

The performance evaluation is also an opportunity for the Mayor and Council to better define their vision and their expectations.

PERFORMANCE EVALUATION IS A PROCESS

PERFORMANCE EVALUATION IS A PROCESS THAT BEGINS WITH A JOB DESCRIPTION.

CAMA's Toolkit divides the process into three cycles. Part 1 involves six steps of gathering information and preparing the *CAO Handbook for Performance Evaluation*. Part 2 involves six steps for creating the *Final Performance Evaluation Report*, and Part 3 has four steps for reviewing the *Final Performance Evaluation Report*.

APPENDIX 2: SURVEY RESULTS

In the Fall of 2014, CAMA distributed a survey to its membership to better understand the current state of performance management. Responses were received from 82 CAOs. Survey highlights are as follows.

- 79% of CAOs have a formal performance management process.
- 61% of CAOs have annual goals and objectives.
- Only 5% of newly hired CAOs had clear performance expectations when they were hired.
- 95% said the main purpose of the performance evaluation was to identify areas for improvement, followed by 87% for positive feedback.

Only 30% of CAOs strongly agreed that they are rated on actual results. After the CAMA task force completed the CAO survey and analysis of the results, a similar survey was distributed to Elected Officials with the support and co-operation of the Federation of Canadian Municipalities (FCM). The survey was sent to the FCM members and there were 114 random responses. The survey highlights from Elected Officials are as follows.

- 89% conduct CAO performance evaluations.
- 76% report that all members of Council participate.
- 67% have a formal process however, less than half completely follow their own process.
- Only 43% felt well prepared for the process.
- 44% had templates that were described as very helpful.
- 69% set goals and objectives for CAO performance however, 42% say Council and the CAO don't have to agree to the performance indicators.
- 65% responded that CAO goals are linked or strongly linked to Councils strategic plan, goals and priorities.
- 76% indicate that feedback is provided in a constructive manner.

Based on the responses received, it was clear there was an opportunity for CAMA to take a lead role in this matter and establish a performance evaluation system for CAOs and Mayor and Council. Survey responses indicated this system should include standardized templates and sample wording that could easily be adapted to local demographics as well as instructions and guiding principles on proper performance management and performance evaluation of the CAO.

APPENDIX 3: CAO PROCESS CHECKLIST

Recommendations for CAO Performance Evaluation

Initial where appropriate, Complete with Dates as Required, and Circle as Necessary.

For the Year:		Date:
Part 1: CAO Gathers information to create the CAO Handbook for Performance Evaluation		
Review Governance Requirements	Located at: [url]	Attached
Relevant Documents:		
Review Job Description & Employment Agreement	Located at: [url]	Attached
Relevant Documents:		
Set Goals:		
Do the Goals align with the Strategic Plan? List of Goals:	Yes	No

Set Date for Strategic Plan Review	Date and time: Place:	Attendees:
CAO Self-assessment and Mayor and Council Performance Evaluation is based on Template 1.6A: Performance Evaluation	Yes	No
Alternative Competencies to be added from Template 1.6B:		
Confirm the rating instrument meets our needs	Yes	No
Action to take:		
Self-assessment To be completed by: (date)	Yes	No
Mayor and Council Evaluation Timelines are set These timelines are as follows:	Yes	No

Part 2: Mayor and Council Compile the *Final Performance Evaluation Report*

The following people will form the sub-committee to compile the evaluations into a single *Final Performance Evaluation Report*:

<p><i>Final Performance Evaluation Report</i> is compiled</p>	<p>Date:</p>	<p>By:</p>
<p>CAO, Mayor and Council review Final Evaluation Report</p>	<p>Date from:</p>	<p>End Date:</p>

Part 3: CAO, Mayor and Council meet to Discuss the Performance Evaluation

<p>Joint review of the Final Report</p>	<p>Date and Time:</p> <p>Place:</p>	<p>Attended by:</p>
<p>Joint Setting of Goals</p>	<p>Date and Time:</p> <p>Place:</p>	<p>Attended by:</p>

Goals Set for [Year]

ACKNOWLEDGEMENTS

CAMA CAO Performance Evaluation Project Task Force

Chair

Janice Baker (CAMA Representative for Ontario and CAO/City Manager for the City of Mississauga, ON)

Members

Don MacLellan, CAMA Past President, General Manager of Community Safety Services, City of Moncton, NB

Robert Hughes, CAMA Past President & CAO for the Town of Stratford, PEI

Scott Barton, CAMA Member/CAO for the Town of Raymond, AB

Patrick Draper, Retired Member

Jason Gariepy (Retired Member)

Donald Hrynyk (Retired Member)

Administration

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Council Request for Decision

Meeting Date: October 12, 2021

Subject:

Information for Council

Recommendation:

That Council accepts the material received in this Agenda Item as information.

Background:

The Town receives communication on an on-going basis that is likely of interest to Council. In most cases, this communication is provided simply as information to Council and no comment is needed. In some cases, though, Council may wish to seek clarification on the matter from its administration or from the originator of the communication, or even to challenge the matter through Council discussion. Placing the communication on Council's agenda allows these opportunities.

The relevant communication for this Council agenda is:

1. At the regular meeting of Council on September 27, 2021 Council accepted a land sale offer in the Eureka Industrial Park.

RES. 440/2021 MOVED by Councillor Strojwas that Council accepts the offer to purchase 5 acres of land in the Eureka Industrial Park for the sum of \$850,000.00.

CARRIED UNANIMOUSLY

Following the meeting, Administration provided the accepted offer to the Buyer's realtor and had discussions about the proximity of the proposed parcel to an intersection on Highway 36. The Buyer was interested in the location as they believed 72nd Ave would provide easy access to Highway 36 however Alberta Transportation has indicated that this intersection cannot remain without significant and costly upgrades. With this information the Buyer did not wish to proceed with the land purchase.

Legislation / Authority:

Municipal Government Act, Section 3 and Section 5



Strategic Plan Alignment:

Improve Internal & External Communications

Establish appropriate communication protocols between Council and Administration

Financial Implication:

These will vary with information items.

Service Level / Staff Resource Implication:

These will vary with information items.

Justification:

To keep Council informed of current municipal information and correspondence.

Alternative(s):

1. Council could seek clarification on any of the matters from administration.
2. Council could discuss, in depth, any of the matters raised by communication and take action through either resolution of bylaw.

Attachment(s): None.

APPROVALS:

Originated By:

Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____

Council Request for Decision

Meeting Date: October 12, 2021

Subject:
Standing Item - Council Requests

Recommendation:

That Council uses this standing agenda item opportunity to address administration about their concerns, ask questions and direct municipal resources.

Background:

The Municipal Government Act only allows Mayor and Council to act by resolution or bylaw, not separately through individual direction to administration. If one member wishes to see action on a certain item that requires the deployment or diversion of municipal resources, that does not mean all or even a majority of the other six members want Town resources used in that manner. Also, it is likely that all of Council and the public want to know about issues of concern and interest in Taber, so this conversation should be shared for better governance.

To assist in this information sharing and ensure agreement on the relative importance of activities, and to facilitate a common understanding, Council established a standing item on Council agendas that would allow the Mayor and Councilors to raise issues of individual concern. This allows discussion amongst Council and with administration on how best to deal with these concerns. It is an opportunity for Council to provide suggestions or direction to administration as to how best to proceed.

The intention of this RFD is for items to be brought forward from the floor at the meeting.

Legislation / Authority:

Municipal Government Act, Section 153, Section 154, Section 180, and Section 249.

Strategic Plan Alignment:

Improve Internal & External Communications

Establish appropriate communication protocols between Council and Administration.



Financial Implication:

The financial implication will vary depending on the discussion outcomes but should consider the alignment of Town facility and service provision with the approved budget.

Service Level / Staff Resource Implication:

Having a regular Council discussion about service levels will improve the ability of administration to meet the expectations of Council rather than dealing with the requests of individuals on an ad hoc basis.

Justification:

This will bring administration efficiencies and the better alignment of services and expenditures with the budget. It will also help improve communication protocols and adherence to the *Municipal Government Act*.

Alternative(s):

Alternatives will vary based on the discussion.

Attachment(s): Action Item Listing

APPROVALS:

Originated By:
Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____

Council Date	Resolution #	Resolution	Assigned To	Completed?	Request Return To Council by?
Sept 13, 2021	403/2021	MOVED by Councillor Brewin that Council directs Administration to investigate options and possibilities to address the paving stones on Main Street, and wherever else they are used, to be replaced by coloured cement or other options, and to bring back for Council's further consideration.	Public Works	<i>In Progress</i>	Not Stated

** Once items have been designated completed, they will be removed from this listed at the next Council meeting*