

AGENDA

REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, NOVEMBER 26, 2018 AT 3:30 PM, IMMEDIATELY FOLLOWING THE PUBLIC HEARINGS.

	<u>MOTION</u>
1. CALL TO ORDER	
2. ADOPTION OF THE AGENDA	X
3. ADOPTION OF THE MINUTES	
ITEM No. 3.1. Minutes of the Subdivision Authority: November 13, 2018	X
ITEM No. 3.2. Minutes of Regular Meeting of Council: November 13, 2018	X
4. BUSINESS ARISING FROM THE MINUTES	
ITEM No. 4.1. Coffee with Council Dates	X
5. BYLAWS	
ITEM No. 5.1. Bylaw 22-2018 LUB Municipal Government Act Changes 2nd and 3rd Reading	X
6. ACTION ITEMS	
ITEM No. 6.1. DP 18-101 Direct Control District Cannabis Retail Application	X
ITEM No. 6.2. Emergency Services Building Open House Scheduling	X
ITEM No. 6.3. Highway 3 Twinning Development Association	X
ITEM No. 6.4. Taber Municipal Police Commission Report to Council	X
ITEM No. 6.5. Department Reports	X
ITEM No. 6.6. Mayor and Councillor Reports (Verbal)	X



ITEM No. 6.7. Standing Item - Council Requests X

ITEM No. 6.8. 2020-2021 Draft Operating Budget X

ITEM No. 6.9. 2019 - 2023 Draft Capital Projects X

7. DELEGATIONS

ITEM No. 7.1. MNP Whistleblower Program X

ITEM No. 7.2. Emergency Services Building Discussion X

8. MEDIA INQUIRIES

9. CLOSED SESSION X

ITEM No. 9.1. Existing Lease
Closed Session to prevent disclosure of advice from officials, that could reasonably be expected to reveal advice, or analyses developed by a public body, in accordance with Section 24(1) of the Freedom of Information and Protection of Privacy Act

ITEM No. 9.2. 2019 Budget Amendments
Closed Session to prevent disclosure of advice from officials, that could reasonably be expected to reveal advice, or analyses developed by a public body, in accordance with Section 24(1) of the Freedom of Information and Protection of Privacy Act

ITEM No. 9.3. Personnel Management
Closed Session to prevent disclosure of advice from officials, that could reasonably be expected to reveal advice, or analyses developed by a public body, in accordance with Section 24(1) 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: November 26, 2018	
Subject: Minutes of the Subdivision Authority: November 13, 2018	
Recommendation:	Council adopts the minutes of the Subdivision Authority Meeting held on November 13, 2018, as presented.
Background:	N/A
Legislation / Authority:	MGA, 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 <i>Municipal Government Act</i> , Section 208.
Alternative(s):	Council adopts the minutes of the Subdivision Authority Meeting held on November 13, 2018, as amended.



Attachment(s):	Minutes
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APPROVALS:	
Originated By:	Raeanne Keer
Chief Administrative Officer (CAO) or Designate:	

MINUTES OF THE REGULAR MEETING OF THE SUBDIVISION
AUTHORITY OF THE TOWN OF TABER, IN THE PROVINCE OF
ALBERTA, HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION
BUILDING, ON NOVEMBER 13, 2018, AT 3:30 PM.

Mayor

Andrew Prokop

Members

Garth Bekkering

Jack Brewin

Carly Firth

Mark Garner

Joe Strojwas

Louie Tams

Chief Administrative Officer

Cory Armfelt

Staff

Alaa Abdel Khaliq

Meghan Brennan

Phyllis Monks

Steve Munshaw

John Orwa

Kerry Van Ham

CALL TO ORDER

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

ADOPTION OF AGENDA

RES. 525/2018 MOVED by Councillor Tams that the Subdivision
Authority adopts the Agenda, as presented.

CARRIED UNANIMOUSLY

SUBDIVISION APPLICATION(S)

1) Subdivision TT 18-0-005 - 40th Avenue - Update

P. Monks, Director of Planning and Economic Development, presented Subdivision Application TT 18-0-005 in regards to Lots 12-14 inclusive, Block 51, Plan 8311766 within S.W. ¼ Sec. 32, Twp. 9, Rge. 16 W4M.

Councillor Tams declared a pecuniary interest and left the meeting at 3:31 PM.

P. Monks stated that the Subdivision Application is related to a land sale, and stated that the Municipal Planning Commission (MPC) has recommended that the Town consider relocating the compost site near the proposed subdivision.

Council discussed other compost sites within Town, and potential sites for its relocation.

MOVED by Councillor Bekkering that that the Subdivision Authority approves Subdivision Application TT 18-0-005 Lots 12-14 inclusive, Block 51, Plan 8311766 within S.W. ¼ Sec. 32, Twp. 9, Rge. 16, W4M with the following conditions:

- 1) That approval shall apply to a residential subdivision plan within SW ¼ Sec. 32, Twp. 9, Rge. 16 W4M file Number H36317T6,
- 2) That pursuant to Section 654(1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to the Town of Taber prior to endorsement,
- 3) Easements and/or rights of way shall be registered against the land for the provision of storm, drainage, gas, power and other utilities as required,
- 4) The subdivision plan shall be registered in a manner satisfactory to the Land Titles Office,

SUBDIVISION APPLICATION(S) – CONT'D

1) Subdivision TT 18-0-005 - 40th Avenue – Update – CONT'D

- 5) The developer shall be responsible for keeping the development area in a neat and tidy fashion, particularly, as it pertains to blowing debris and weeds during development of the subdivision; and,
- 6) That the compost site be closed.

Mayor Prokop requested clarification on the location.

Councillor Bekkering amended his resolution to state the compost area at the water treatment plant be closed.

Councillor Brewin suggested a friendly amendment that Administration wait to close the site until another suitable location has been found.

Councillor Bekkering accepted the friendly amendment.

RES. 526/2018 MOVED by Councillor Bekkering that that the Subdivision Authority approves Subdivision Application TT 18-0-005 Lots 12-14 inclusive, Block 51, Plan 8311766 within S.W. ¼ Sec. 32, Twp. 9, Rge. 16, W4M with the following conditions:

- 1) That approval shall apply to a residential subdivision plan within SW ¼ Sec. 32, Twp. 9, Rge. 16 W4M file Number H36317T6,
- 2) That pursuant to Section 654(1)(d) of the Municipal Government Act, all outstanding property taxes shall be paid to the Town of Taber prior to endorsement,
- 3) Easements and/or rights of way shall be registered against the land for the provision of storm, drainage, gas, power and other utilities as required,

SUBDIVISION APPLICATION(S) – CONT'D

1) Subdivision TT 18-0-005 - 40th Avenue – Update – CONT'D

- 4) The subdivision plan shall be registered in a manner satisfactory to the Land Titles Office,
- 5) The developer shall be responsible for keeping the development area in a neat and tidy fashion, particularly, as it pertains to blowing debris and weeds during development of the subdivision; and,
- 6) That the compost site by the Water Treatment Plant be closed, once another suitable site has been found.

Councillor Tams did not return to the meeting.

CLOSE OF MEETING

RES. 527/2018 MOVED by Councillor Brewin that this meeting is hereby Closed.

CARRIED UNANIMOUSLY

MAYOR

CHIEF ADMINISTRATIVE OFFICER



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Minutes of Regular Meeting of Council: November 13, 2018	
Recommendation:	Council adopts the minutes of the Regular Meeting of Council held on November 13, 2018, as presented.
Background:	N/A
Legislation / Authority:	MGA, 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 <i>Municipal Government Act</i> , Section 208.
Alternative(s):	Council adopts the minutes of the Regular Meeting of Council held on November 13, 2018, as amended.



Attachment(s):	Minutes
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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 TUESDAY, NOVEMBER 13, 2018, AT 3:37 PM, IMMEDIATELY FOLLOWING THE SUBDIVISION AUTHORITY MEETING AT 3:30 PM.

Mayor

Andrew Prokop

Councillors

Garth Bekkering
Jack Brewin
Carly Firth
Mark Garner
Joe Strojwas
Louie Tams

Chief Administrative Officer

Cory Armfelt

Staff

Alaa Abdel Khaliq
Meghan Brennan
Phyllis Monks
Steve Munshaw
John Orwa
Gary Scherer
Kerry Van Ham

CALL TO ORDER

Mayor Prokop called the meeting to Order at 3:37 PM.

ADOPTION OF THE AGENDA

Mayor Prokop inquired if there were any additions or deletions to the Agenda, and there were none.

RES. 528/2018 MOVED by Councillor Strojwas that Council adopts the Agenda, as presented.

312/2018

CARRIED UNANIMOUSLY

Meeting Date

11/13/2018

ADOPTION OF THE MINUTES

1) Minutes of Organizational Meeting of Council: October 22, 2018

RES. 529/2018 MOVED by Councillor Brewin that Council adopts the minutes of the Organizational Meeting of Council held on October 22, 2018, as presented.

CARRIED UNANIMOUSLY

2) Minutes of Regular Meeting of Council: October 22, 2018

RES. 530/2018 MOVED by Councillor Tams that Council adopts the minutes of the Regular Meeting of Council held on October 22, 2018, as presented.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE MINUTES

1) Notice of Motion

Councillor Firth presented the Notice of Motion brought forward at the Regular Meeting of Council on October 22, 2018. She stated that decisions on political statements on Town property should be dealt with equally, and stated that she believes that the Town should make fair and unbiased decisions for all residents.

Councillor Firth noted that the requested policy and procedure would not target anything specifically, but instead would ensure that Council is not choosing causes that align with personal values.

Council discussed the definitions of a political party, a political statement, and advertising during elections.

RES. 531/2018 MOVED by Councillor Bekkering that Council accepts the information provided by Councillor Firth for information purposes.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE MINUTES – CONT'D

2) Resolution 252/2018: Relocation of the Emergency Management Centre Building

C. Armfelt stated that Council has previously discussed RES. 525/2018, and discussed the utilization of the word “ensure” in the resolution. C. Armfelt stated that Administration has obtained legal advice in this regard, which has determined that the resolution does not need to be amended or rescinded, and that the appropriate step would be for Council to pass a new resolution confirming the current direction of Council to Administration relating to this project.

RES. 532/2018 MOVED by Councillor Brewin that Council directs Administration to ensure a ten minute response time for fire and emergency services 90% of the time to mitigate the provincial HIRF regulation by relocating the Emergency Services Building to an appropriate location within the Town of Taber.

CARRIED

3) Proposed Electrical Pedestal in Confederation Park

G. Scherer, Director of Engineering and Public Works, stated that Communities in Bloom has requested an additional electrical pedestal in Confederation Park for events or functions in the park such as Cornfest and Christmas tree lighting. G. Scherer stated that the cost associated with the installation would be through the current Operating Budget.

Council discussed increasing the installation to two pedestals.

RES. 533/2018 MOVED by Councillor Garner that Council directs Administration to install the additional electrical pedestal in Confederation Park, with funds to come out of the current Operating Budget.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE MINUTES – CONT'D

4) Housing In-Fill Incentive

G. Scherer stated that at the Regular Meeting of Council held on September 24, 2018, Council requested Administration to investigate a Housing In-Fill incentive for citizens tearing down old buildings. G. Scherer presented the different variables and factors that would determine the cost to the Town.

RES. 534/2018 MOVED by Councillor Tams that Council directs Administration to add Housing In-Fill as an incentive for promoting new housing development, and directs Administration to monitor the incentive program and report back to Council in June 2019 with the cost occurred.

CARRIED UNANIMOUSLY

5) Entry Signage Update

P. Monks, Director of Planning and Economic Development, stated that previously the Town was working with the Taber Golf Course to install a sign along Highway 3 that would provide an attractive branding feature, while providing screening of the golf course workshop. She stated that it was determined that the Golf Course would no longer be able to move forward with the cost sharing of the project.

P. Monks stated that the 2016 Taber Municipal Development Plan and 2018 Strategic Plan both speak to the installation of appropriate signage to develop a sense of place, and establish a branding and theme for the Town. She stated that Administration is recommending including the funding for the development of a plan in 2020, and installation in 2021, and would include a both Highway 3, Highway 36, and replacing the 50th Street Gateway signage.

Council discussed the original intentions of the project, donations from other interested parties, and the potential to brand the Town.

BUSINESS ARISING FROM THE MINUTES – CONT'D

5) Entry Signage Update – CONT'D

RES. 535/2018 MOVED by Councillor Strojwas that Council tables Agenda Item 4.5) Entry Signage Update for one months' time for further investigation with Communities in Bloom, and other interested parties.

CARRIED UNANIMOUSLY

BYLAWS

1) Bylaw 22-2018 LUB Municipal Government Act Changes

P. Monks stated that recent changes to the *Municipal Government Act* has prompted Administration to review the current Land Use Bylaw, noting areas that need updating to capture these changes.

RES. 536/2018 MOVED by Councillor Garner that Council gives First Reading of Bylaw 22-2018 for the purposes of amending Land Use Bylaw 14-2016 to reflect recent *Municipal Government Act* changes; and,

That Council sets November 26th, 2018 as the public hearing date.

CARRIED UNANIMOUSLY

ACTION ITEMS

1) Highway 3 Paving and Access Management Project

G. Scherer introduced D. Schalk and C. Poirier of Associated Engineering, and N. Ropchan of Alberta Transportation who presented on the Highway 3 Paving and Access Management Project.

Council discussed the proposed Highway 3 access closures presented, and the affected businesses.

316/2018

Meeting Date
11/13/2018

ACTION ITEMS – CONT'D

1) Highway 3 Paving and Access Management Project – CONT'D

RES. 537/2018 MOVED by Councillor Tams that Council endorses Associated Engineering to contact the affected business and property owners on Highway 3 to discuss the proposed project.

CARRIED UNANIMOUSLY

2) Handicap Parking 50th Avenue & Downtown Area

G. Scherer stated that the current Land Use Bylaw states that there should be one handicapped parking stall for every twenty-five regular stalls. He stated that Administration is requesting to conduct a survey of the affected businesses to determine where or if additional handicapped stalls should be located or needed.

RES. 538/2018 MOVED by Councillor Garner that Council directs Administration to conduct a survey of the affected businesses and determine where or if these additional handicapped stalls should be located or needed; and,

Council directs Administration to review requests of the businesses for handicapped stalls and install the stalls under the authority of the CAO.

CARRIED UNANIMOUSLY

3) DP 18-101 Direct Control District Cannabis Retail - Request for Public Hearing

P. Monks stated that Administration has received a Development Permit application for a Cannabis Retail business located at 5506 46th Avenue. She stated that this parcel is zoned as a Direct Control District (DC-2), and therefore the application must be brought before Council for the decision.

ACTION ITEMS – CONT'D

3) DP 18-101 Direct Control District Cannabis Retail - Request for Public Hearing – CONT'D

RES. 539/2018 MOVED by Councillor Firth that Council directs Administration to advertise the proposed Change of Use development for a Cannabis Retail business located at 5506 46th Avenue, Lots 1-5, Block 21, Plan 6309L for two weeks and set the Public Hearing Date for November 26th, 2018.

CARRIED UNANIMOUSLY

4) Northwest Residential Visioning Project

P. Monks presented the summary report from Brown & Associates regarding the Northwest Residential Visioning Project.

RES. 540/2018 MOVED by Councillor Firth that Council accepts the summary report from Brown & Associates and directs staff to move forward with consultation with stakeholders and community representatives with the approved concept to be used for project final design and future program planning.

CARRIED UNANIMOUSLY

5) Public Hearing Process Change Request

P. Monks stated that Administration is requesting to modify the Public Hearing request process to allow Administration to schedule the Public Hearing date without bringing a Request for Decision to Council in order to streamline the process for Administration and Council, and provide a better level of customer service for applications to move through in a more efficient manner.

ACTION ITEMS – CONT'D

5) Public Hearing Process Change Request – CONT'D

RES. 541/2018 MOVED by Councillor Bekkering that Council accepts the information and directs staff to modify the Public Hearing request process to allow Administration to schedule public hearing dates as part of Agenda setting.

CARRIED UNANIMOUSLY

6) Town of Taber Live Streaming and Recording of Council Meetings Policy

A. Abdel Khaliq presented the Live Streaming and Recording of Council Policy CS-IT-3 to Council.

RES. 542/2018 MOVED by Councillor Garner that Council approves the Live Streaming and Recording of Council Meetings Policy CS-IT-3, as presented.

CARRIED UNANIMOUSLY

7) Town of Taber Electronic Information Access: Termination Policy

A. Abdel Khaliq presented the Electronic Information Access: Termination Policy CS-IT-4 to Council.

RES. 543/2018 MOVED by Councillor Strojwas that Council approves the Electronic Information Access: Termination Policy CS-IT-4, as presented.

CARRIED UNANIMOUSLY

8) Coffee with Council- Strategic Plan Initiative

C. Armfelt stated that in the 2018 Strategic Plan, Council identified a strategy for Council members to host monthly coffee shop get-togethers to be publicly available to the citizens of Taber. Administration is requesting Council to provide direction on how they would like to move forward with the strategy.

319/2018

Meeting Date
11/13/2018

ACTION ITEMS – CONT'D

8) Coffee with Council- Strategic Plan Initiative – CONT'D

Council discussed the concept and opportunity to host the Coffee with Council public get-togethers.

MOVED by Councillor Garner that Council directs Administration to book Parkside Manor for the “Coffee with Council” public get-togethers, and sets the third Tuesday monthly, with two one hour sessions.

Council discussed holding the event in coffee shops, instead of individual venues.

Councillor Brewin suggested a friendly amendment to direct Administration to find a venue for one event to evaluate how the event works.

Councillor Garner accepted the friendly amendment.

Councillor Garner withdrew his previous motion.

Council discussed hosting the Coffee with Council over a span of three months, and discussed advertising opportunities.

K. Van Ham, Administrative Services Manager, noted that the previous motion had been rescinded, and therefore a new motion from Council was required.

RES. 544/2018 MOVED by Councillor Garner that Council directs Administration to organize Coffee with Council as a public get-together for a trial period of once a month for three months, and directs Administration to pick a time and location, and advertise on the Town website, digital sign, and Facebook.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

9) Spirit of Taber Award Nomination

Councillor Garner stated that the Taber and District Chamber of Commerce receives nominations for a number of awards to recognize exemplary individuals in Taber and area, and that Council could nominate Mr. William Ferguson for the Spirit of Taber Award for his exemplary generosity and caring of the community with his generous donation to the Town.

MOVED by Councillor Tams that Council nominates William Ferguson to the Taber and District Chamber of Commerce's Spirit of Taber Awards and directs Administration to submit the award application.

Council discussed the Spirit of Taber nomination process for the Spirit of Taber Award, the precedent of Council's role with nominating a citizen for the award, and the confidentiality of the nomination process.

Councillor Tams withdrew his previous motion.

Council made no further motions at this time.

10) Taber and District Chamber of Commerce Free Swim Request

C. Armfelt stated that the Taber and District Chamber of Commerce is requesting the Town share the costs of the free Midnight Madness swim with the Chamber and the MD of Taber. He stated that the total cost of the facility is \$831.00, including GST, leaving each organization to donate \$277.00 towards the event. C. Armfelt stated that at this time it is unknown if the MD of Taber has donated towards the event as the request is on the Agenda for their Regular Meeting today as well.

MOVED by Councillor Brewin that Council approves the donation of \$277.00, including GST, to the Taber and District Chamber of Commerce Midnight Madness free swim to come from the Council Discretionary Fund.

ACTION ITEMS – CONT'D

10) Taber and District Chamber of Commerce Free Swim Request – CONT'D

Councillor Strojwas suggested a friendly amendment that the Town donates \$554.00 towards the event in case the MD of Taber chooses not to donate.

Councillor Brewin accepted the friendly amendment.

RES. 545/2018 MOVED by Councillor Brewin that Council approves the donation of \$554.00, including GST, to the Taber and District Chamber of Commerce Midnight Madness free swim to come from the Council Discretionary Fund if the MD of Taber does not donate to the event.

CARRIED UNANIMOUSLY

11) MD of Taber Council Appointments

C. Armfelt presented the correspondence received from the MD of Taber regarding their appointments to numerous boards and committees that are made of MD of Taber Council members.

ACTION ITEMS – CONT'D

11) MD of Taber Council Appointments – CONT'D

- RES. 546/2018 MOVED by Councillor Bekkering that Council :
- 1) Recognizes the Municipal District of Taber's appointments to the Joint Economic Development Committee, the Taber & District Solid Waste Management Committee, and the Intermunicipal Development Committee; and,
 - 2) On the basis of the recommendation of the Municipal District of Taber Council, appoints Municipal District representatives to Town boards as follows:
 - 3) Town of Taber Recreation Board - John Turcato, and Tamara Miyanaga as alternate;
 - 4) Taber Municipal Library Board – Tamara Miyanaga, and Brian Brewin as alternate.

CARRIED UNANIMOUSLY

12) AUMA Response to Municipal Cannabis Transition Program

C. Armfelt presented correspondence from Mayor Barry Morishita, President of the AUMA, providing additional background to the recent provincial announcements regarding cannabis revenue sharing under the Municipal Cannabis Transition Program (MCTP).

Council discussed the Municipal Cannabis Transition Program, and the funding from the Solicitor General regarding training of police service members.

ACTION ITEMS – CONT'D

12) AUMA Response to Municipal Cannabis Transition Program – CONT'D

RES. 547/2018 MOVED by Councillor Brewin that Council accepts the information provided by the AUMA and Mayor Barry Morishita regarding the AUMA Response to Municipal Cannabis Transition Program; and,

Authorizes the correspondence applicable to municipalities over a 5000 population be sent to MLA Grant Hunter.

CARRIED UNANIMOUSLY

13) Declaration of Family Violence Prevention Month

C. Armfelt presented the Proclamation of Family Violence Prevention Month to Council.

RES. 548/2018 MOVED by Councillor Bekkering that whereas there are many people in Alberta who experience family violence; and whereas the effects of family violence may be carried on from generation to generation; and whereas all Albertans have a role to play in preventing family violence,

Therefore, Council of the Town of Taber does hereby proclaim the month of November 2018 to be Family Violence Prevention Month in Taber, Alberta.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

14) Appointment of a Composite Assessment Review Board

J. Orwa, Director of Finance, stated that the Town has received a non-residential assessment appeal, and is in need of a Composite Assessment Review Board, and that Administration is recommending contracting Benchmark Assessment Consultants Inc. for a Composite Assessment Review Board, and Review Board Clerk.

RES. 549/2018 MOVED by Councillor Firth that Council approves the contracted use of Benchmark Assessment Consultants Inc. for the purposes of assembling an Assessment Review Board along with obtaining an Assessment Review Board Clerk for The Town of Taber.

CARRIED UNANIMOUSLY

RES. 550/2018 MOVED by Councillor Bekkering that Council takes a 30 minute dinner break.

CARRIED UNANIMOUSLY AT 5:32 PM

RES. 551/2018 MOVED by Councillor Brewin that Council reconvenes the meeting.

CARRIED UNANIMOUSLY AT 6:05 PM

15) Tax Exemption - Safe Haven Women's Shelter Society

J. Orwa presented the Tax Exemption application for the Safe Haven Women's Shelter Society.

RES. 552/2018 MOVED by Councillor Firth that Council grants property tax exempt status to the Safe Haven Women's Shelter Society for the property at 6411 56 ST. A & B for the 2019, 2020 and 2021 tax years.

CARRIED UNANIMOUSLY

325/2018

Meeting Date
11/13/2018

ACTION ITEMS – CONT'D

16) Tax Exemption -Taber Food Bank Society

J. Orwa presented the Tax Exemption application for the Taber Food Bank Society.

RES. 553/2018 MOVED by Councillor Bekkering that Council grants property tax exempt status to the Taber Food Bank Society for the property at 5512 48 Ave. for the 2019, 2020 and 2021 tax years.

CARRIED UNANIMOUSLY

17) Tax Exemption - Taber Child Care Centre Society

J. Orwa presented the Tax Exemption application for the Taber Child Care Centre Society.

RES. 554/2018 MOVED by Councillor Tams that Council grants property tax exempt status to the Taber Child Care Centre Society for the property at 6008 55 ST. for the 2019, 2020 and 2021 tax years.

CARRIED UNANIMOUSLY

18) Tax Exemption -Taber Special Needs Society

J. Orwa presented the Tax Exemption application for the Taber Special Needs Society.

RES. 555/2018 MOVED by Councillor Firth that Council grants property tax exempt status to the Taber Special Needs Society for the property at 5206 47 Ave. for the 2019, 2020 and 2021 tax years.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

19) Tax Exemption - Mennonite Central Committee

J. Orwa presented the Tax Exemption application for the Mennonite Central Committee.

RES. 556/2018 MOVED by Councillor Garner that Council grants property tax exempt status to the Mennonite Central Committee for the property at 5320 49 Ave. for the 2019, 2020 and 2021 tax years.

CARRIED UNANIMOUSLY

20) Tax Exemption - Taber Special Needs Society

J. Orwa presented the Tax Exemption application for the Taber Special Needs Society.

RES. 557/2018 MOVED by Councillor Brewin that Council grants property tax exempt status to the Taber Special Needs Society for the property at 5303 48 Ave. for the 2019, 2020 and 2021 tax years.

CARRIED UNANIMOUSLY

21) 2020-2021 Draft Operating Budget

J. Orwa presented the 2020-2021 Draft Operating Budget to Council.

Council discussed the 2020-2021 Draft Operating Budget, and the possibility to discuss a portion of the 2019 amendments in Closed Session at a later date.

RES. 558/2018 MOVED by Councillor Bekkering that Council accepts the 2020-2021 Draft Operating Budget presentation for information purposes.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

22) 2019 - 2023 Draft Capital Projects

J. Orwa presented the 2019-2023 Draft Capital Budget to Council.

RES. 559/2018 MOVED by Councillor Tams that Council accepts the Approved 2019 and the proposed 2020 - 2023 Capital project list presentation for information purposes.

CARRIED UNANIMOUSLY

23) Special Meeting of Council - Budget Presentation

J. Orwa stated that a Special Meeting of Council will need to be held in December to further discuss the 2019-2021 Operating Budget and the 2019-2023 Capital Budget.

RES. 560/2018 MOVED by Councillor Brewin that Council approves a Special Meeting of Council to be held on December 3, 2018 to discuss the 2019-2021 Operating Budget and the 2019-2023 Capital Budget.

CARRIED UNANIMOUSLY

24) Information for Council

C. Armfelt presented information to Council regarding updating commercial garbage bins, and the relocation of the Signature Pointe Home Owners Association's commercial garbage bins.

RES. 561/2018 MOVED by Councillor Firth that Council accepts the material received in this Agenda Item as information.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

25) Standing Item - Council Requests

Council discussed modifying the compost cart collection schedule to bi-weekly pick up in the winter months.

MOVED by Councillor Bekkering that Council directs Administration to investigate the possibility of picking up compost carts during the winter months every other week, and investigate cost savings between the Town and contractor.

Councillor Tams requested clarification on the months this would pertain to.

Councillor Bekkering specified that winter months would pertain to November through April.

Councillor Firth requested a friendly amendment to include investigating the possibility of picking up recycling bins weekly, and the costs associated.

Councillor Bekkering accepted the friendly amendment.

RES. 562/2018 MOVED by Councillor Bekkering that Council directs Administration to investigate the possibility of picking up compost carts during the winter months, November through April, every other week, and picking up recycling weekly, and for Administration to investigate cost savings between the Town and contractors.

CARRIED UNANIMOUSLY

DELEGATIONS

None.

MEDIA INQUIRIES

None.

RES. 563/2018 MOVED by Councillor Tams that Council moves into Closed Session to prevent disclosure harmful to business interests of a third party, in accordance with Section 16(1), and to prevent disclosure of criteria developed for the purpose of contractual negotiations and management of personnel or the administration of a public body that have not yet been implemented, in accordance with Section 24(1) of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY AT 6:36 PM

CLOSED SESSION

1) Community Grant Program

Closed Session to prevent the 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(1) of the *Freedom of Information and Protection of Privacy Act*.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.1) Community Grant Program: C. Armfelt, Chief Administrative Officer, and D. Hansen, Chair of the Taber Recreation Board.

CLOSED SESSION – CONT'D

2) Proposed Lease Agreement Renewal

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.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.2) Proposed Lease Agreement Renewal: C. Armfelt, Chief Administrative Officer, and K. Van Ham, Administrative Services Manager.

3) Personnel Management

Closed Session to prevent disclosure of plans relating to the management of personnel or the administration of a public body that have not yet been implemented, in accordance with Section 24(1)(d) the Freedom of Information and Protection of Privacy Act.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.3) Personnel Management: C. Armfelt, Chief Administrative Officer, and S. Munshaw, Chief of the Taber Fire Department.

4) Peaks to Prairies Electric Vehicle Network

That Council takes the meeting into Closed Session to prevent disclosure harmful to business interests of a third party, in accordance with Section 16(1)(a)(ii) of the Freedom of Information and Protection of Privacy Act.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.4) Peaks to Prairies Electric Vehicle Network: C. Armfelt, Chief Administrative Officer, and P. Monks, Director of Planning and Economic Development.

OPEN SESSION

RES. 564/2018 MOVED by Councillor Bekkering that Council reconvenes into Open Session.

CARRIED UNANIMOUSLY AT 7:11 PM

RES. 565/2018 MOVED by Councillor Tams that Council amends the Community Grant Policy PS-REC-3, Section 2, to remove cash donations from the Policy.

CARRIED UNANIMOUSLY

RES. 566/2018 MOVED by Councillor Strojwas that Council authorizes the lease renewal to Parkside Manor Society for the property and building situated in the Town of Taber, in the Province of Alberta, being a portion of Lot 2, Block S, Plan 4193JK, with a civic address of 4830A – 50 Avenue Taber, Alberta, for a term to expire December 31, 2023; and,

Directs the Mayor and Chief Administrative Officer to sign the lease renewal documents.

CARRIED UNANIMOUSLY

RES. 567/2018 MOVED by Councillor Garner that Council supports Administration changing the job title of Fire Clerk II to Fire Prevention Officer using Fire Department revenues to offset the new wage increase.

CARRIED UNANIMOUSLY

RES. 568/2018 MOVED by Councillor Strojwas that Council accepts for information the proposal submitted for review by Peaks to Prairies Electric Vehicle Network.

CARRIED UNANIMOUSLY

CLOSE OF MEETING

RES. 569/2018 MOVED by Councillor Firth that this meeting is hereby Closed.

CARRIED UNANIMOUSLY AT 7:14 PM

MAYOR

CHIEF ADMINISTRATIVE OFFICER



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Coffee with Council Dates	
Recommendation:	That Council approves Friday, December 21 st , Friday, January 18 th , and Friday, February 15 th as the first three Coffee with Council dates and sets the times for 10:00 – 11:00 AM and 7:00 – 8:00 PM on each day, with funds for the facility rental and refreshments to come from the Council Discretionary Fund;
Background:	<p>At their November 13 meeting, Council requested that Administration look into potential dates and venues for the Coffee with Council strategic initiative.</p> <p>After discussions with Parkside Manor, three dates were identified as being a best fit: Friday, December 21st, Friday, January 18th, and Friday February 15th.</p> <p>Parkside Manor is booked with a number of other user groups during the rest of the week (and Christmas parties in December), which makes Friday the most readily-available day for Council to hold these get-togethers. The timing proposed for these dates would be 10:00 AM to 11:00 AM and then 7:00 PM to 8:00 PM to allow for a wide variety of citizens to attend.</p> <p>As per Council's discussion at their November 13 meeting, these get-togethers are meant to be informal, whereby Councillors who can attend those dates do so as their schedule permits.</p> <p>Additionally, Administration will advertise these get-togethers in a wide variety of avenues (Town website, social media platforms, Corn Husk Chronicles, Taber Times, as well as any other means available) so citizens are aware of these events, as per their motion at their November 13 meeting.</p>
Legislation / Authority:	MGA Section 3
Strategic Plan Alignment:	Council members to host monthly coffee shop get-togethers to be publicly available to citizens of Taber.
Financial Implication:	<p>There will be a slight cost to providing coffee and light refreshments for each get together.</p> <p>The rental fee for Parkside Manor would be \$180 per get-together.</p>



Service Level / Staff Resource Implication:	Administrative staff would book Parkside Manor as well as procure and deliver light refreshments to the venue. Administrative staff will also advertise these get-togethers.
Justification:	This is an initiative highlighted in the Strategic Plan. This initiative provides a venue for a relaxed atmosphere where citizens can meet their elected officials and tell them their ideas, concerns, or ask questions. It is also a way for Council to meet with citizens who may not otherwise feel comfortable attending Council meetings.
Alternative(s):	Council may choose other venues or times. Council may request further information. Council may decline to participate in this strategic initiative.

Attachment(s):	None.
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APPROVALS:	
Originated By:	Meghan Brennan
Chief Administrative Officer (CAO) or Designate:	



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Bylaw 22-2018 LUB Municipal Government Act Changes 2nd and 3rd Reading	
Recommendation:	<p>That Council gives 2nd Reading of Bylaw 22-2018.</p> <p>That Council gives 3rd and Final Reading to Bylaw 22-2018.</p>
Background:	<p>Recent changes to the Municipal Government Act has prompted Administration to review the current land use bylaw noting areas needing updating. Administration has prepared an amendment capturing these changes.</p> <p>Council has since given 1st reading to proposed Bylaw 22-2018 and set the public hearing date for the November 26th, 2018, prior to the regular meeting of Council.</p> <p>Administration caused notice of the public hearing in the Taber Times for two weeks in the November 14th & 21st, 2018, editions of the paper.</p> <p>For attachments please see the Bylaw 22-2018 Public Hearing agenda item.</p>
Legislation / Authority:	<p>MGA Part 1 – Purposes, Powers, and Capacity of Municipalities</p> <p>MGA Part 2 - Bylaws</p>
Strategic Plan Alignment:	<p>Review Town policies and regulations that pertain to development</p>
Financial Implication:	<p>Costs of advertising.</p>
Service Level / Staff Resource Implication:	<p>The staff resource implication is the time required by staff to write proposed bylaw and prepare the documents for Council.</p>
Justification:	<p>These land use bylaw amendments are to ensure the Town of Taber is operating within the requirements outlined in the Municipal Government Act.</p>



Alternative(s):	<p>Alternative 1: That Council gives 2nd reading of Bylaw 22-2018 with a recommendation to Administration to make amendments prior to giving 3rd reading.</p> <p>Alternative 2: That Council does not give 2nd Reading of Bylaw 22-2018, at this meeting with reasons.</p>
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Attachment(s):	<p>MGA Land Use Bylaw Additions</p> <p>Taber Times Ad</p>
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APPROVALS:	
Originated By:	Phyllis Monks
Chief Administrative Officer (CAO) or Designate:	

**TOWN OF TABER
BYLAW NO. 22-2018**

A BYLAW FOR THE PURPOSE OF AMENDING THE TOWN OF TABER LAND USE BYLAW IN ACCORDANCE WITH THE MUNICIPAL GOVERNMENT ACT, CHAPTER M-26, REVISED STATUTES OF ALBERTA 2000, AS AMENDED

WHEREAS the Town of Taber adopted Land Use Bylaw No. 14-2016;

AND WHEREAS Council wishes to amend Land Use Bylaw No. 14-2016 to make textual amendments required to reflect Municipal Government Act updates.

NOW THEREFORE, the Council of the Town of Taber in the Province of Alberta, duly assembled in Council, hereby amends No. Bylaw 14-2016 as follows:

1. Amend Section 1.4.2(1) to say:
 - (1) A decision on a development permit must specify the date the decision was made and any other information required by the regulations. The decision must be given to or sent to the applicant on that same date.
2. Amend Section 1.4.5(b)(i) from “14 day” to “21 day”.
3. Substitute Section 1.6.9 with the following:
 - (1) Where the Development Authority finds that a development or use of land or buildings is not in accordance with the Municipal Government Act, the Subdivision and Development Regulation, a development permit or subdivision approval, or this Bylaw, the Development Officer may issue a warning letter to the registered owner or the person in possession of the land or buildings or the person responsible for the contravention indicating the violations and instructions to remedy the situation.
 - (2) Should the warning be unsuccessful, the Development Authority may then issue a written notice (Stop Order) that orders the registered owner or the person in possession of the land or buildings or the person responsible for the contravention of all or any of them to:
 - (a) stop the development or use of the land or buildings in whole or in part as directed by the notice; or
 - (b) demolish, remove or replace the development; or
 - (c) take such other measures as are specified in the notice so that the development or use of the land or buildings is in accordance with the Act, the Subdivision and Development Regulation, a development permit or subdivision approval, or this Bylaw, as the case may be, within the time set out in the notice.
 - (3) A stop order must specify the date the order was made and any other information required by the regulations. The order must be given or sent to the “person(s)” who is the subject of the order on that same date.
 - (4) A person who receives a notice pursuant to subsection 1.6.9(2)(b) may appeal the order to the Subdivision and Development Appeal Board, in accordance with the Municipal Government Act and its successors.

- (5) The Town may register a caveat under the Land Titles Act in respect of the Stop Order against the certificate of title for the land that is the subject of the Stop Order whereby the Town shall discharge the caveat when the Stop Order has been complied with.
- (6) The Development Authority may cause an application to be made to the Alberta Court of Appeal for an injunction restraining the contravention or non-compliance.
- (7) The cost thus incurred shall be placed on the tax roll as an additional tax against the property.

4. The remainder of Bylaw 14-2016 is not amended by this Bylaw 22-2018 and remains in full force and effect.

5. It is the intention of the Town Council that each separate provision of this Bylaw shall be deemed independent of all other provisions herein and it is further the intention of the Town Council that if any provision of the Bylaw be declared invalid, all other provisions thereof shall remain valid and enforceable.

RES. **READ** a first time this ___ day of ___, 2018.

RES. **READ** a second time this ___ day of ___, 2018.

RES. **READ** a third time this ___ day of ___, 2018.

Mayor

Chief Administrative Officer



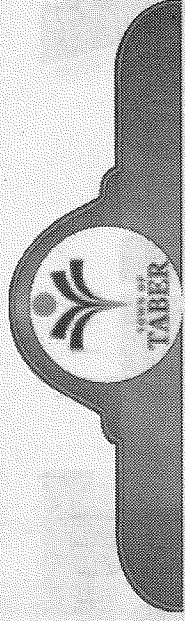
Choir closes out the school's Remembrance Day musical rendition of "In Flander's Fields."



Representatives Ian and Evelyn MacDonald provided students with a musical ceremony.

musical ceremony

TIMES PHOTOS BY TREVOR BUSCH



Town of Taber

ALL PERSONS WISHING TO ATTEND AS A DELEGATION OR A MEMBER OF THE PUBLIC FOR A COUNCIL MEETING ARE TO UTILIZE THE MAIN ENTRANCE DOORS ON 50TH STREET TO GAIN ACCESS TO THE COUNCIL CHAMBER AREA.

REGULAR/SPECIAL COUNCIL MEETING

REGULAR MEETING OF COUNCIL TO BE HELD
TUESDAY, NOVEMBER 13, 2018 AT 3:30 PM IN THE TOWN COUNCIL CHAMBERS

REGULAR MEETING OF COUNCIL TO BE HELD
MONDAY, NOVEMBER 26, 2018 AT 3:30 PM IN THE TOWN COUNCIL CHAMBERS

BOARD/COMMITTEE/COMMISSION MEETINGS

TABER LIBRARY BOARD MEETING TO BE HELD
TUESDAY, NOVEMBER 13, 2018 AT 5:15 PM IN THE LIBRARY BOARD ROOM

MUNICIPAL PLANNING COMMISSION MEETING TO BE HELD
MONDAY, NOVEMBER 19, 2018 AT 1:30 PM IN THE TOWN COUNCIL CHAMBERS

TABER MUNICIPAL POLICE COMMISSION MEETING TO BE HELD
WEDNESDAY, NOVEMBER 28, 2018 AT 4:00 PM
IN THE DREADDY ROOM OF THE TABER POLICE SERVICES BUILDING

Public Notice Town of Taber Proposed Bylaw 22-2018

The Town of Taber is proposing to amend the Land Use Bylaw 14-2016 to add textual amendments to reflect changes to the Municipal Government Act.

If you would like to express a concern about this amendment, Council would like to hear from you. On Monday, **November 26th, 2018 at 3:30 pm**, Council will hold a PUBLIC HEARING in the Town of Taber Council Chambers to consider the proposed Land Use Bylaw Amendment. Copies of the amending Bylaw 22-2018 may be obtained at the Town of Taber Administration building. If you are unable to attend the public hearing but would like to submit your comments/concerns in writing, please submit them to the Town Office no later than noon on November 26th, 2018.

Grace Noble
Development Officer
Phone: 403-223-5500 ext. 6003
Email: grace.noble@taber.ca

Public Notice

**Development Permit Application
DP 18-101 Bruce DeCoste/ 1879874 Alberta Ltd. O/A Supreme Green**

Take notice the Town of Taber has received a Development Permit Application for a Cannabis Retail Store located at 5506 46 Ave.

A public hearing and discussion of the proposed application will be held on Monday, November 26, 2018 at 3:30PM in the Town Council Chambers, Administration Building, A4900 – 50th Street, Taber, Alberta.

The proposed application is for the site indicated in the diagram below.



Council Request for Decision

Meeting Date: November 26, 2018

Subject: DP 18-101 Direct Control District Cannabis Retail

Recommendation:

That Council approves Development Permit 18-101 for a Change of Use/Tenancy for a Cannabis Retail location at 5506 46 Ave., with the following conditions:

1. This development is classified as a **Cannabis Retail** and is a Discretionary Use in the Direct Control District 2 (DC-2) on the lands legally described as **Lots 1 through 5, Block 21, Plan 6390L**,
2. The applicant must obtain a licence from the Alberta Liquor, Gaming and Cannabis and provide evidence of same to the Planning Department prior to occupancy,
3. Compliance with Town of Taber Bylaws, Alberta Building Code, and all other Provincial Codes and Regulations. It shall be the responsibility of the applicant to obtain the necessary Building, Plumbing, Electrical, and Gas permits from an accredited agency approved by the Town of Taber.
4. The applicant must obtain a Town of Taber Business licence,
5. Must have a fire inspection within 30 days of Development Permit Issuance,
6. All outstanding taxes, if any, are paid to the Town of Taber prior to proceeding with development.
7. This permit indicates that only the development to which it relates is authorized in accordance with the provisions of the Land Use By-law, and in no way relieves or excuses the applicant from complying with the Land Use By-law or any other by-law, laws, order and/or regulations affecting such development.
8. This permit, issued in accordance with the Notice of Decision, is valid for a period of 24 months from the date of issue if development has commenced within this time period. If, at the expiry of 24 months, the development has not been commenced or carried out with reasonable diligence, this permit shall be null and void.



	<p>9. If this Development Permit is issued for the construction of a building,</p> <ul style="list-style-type: none"> a) all finished grades shall be consistent with the approved site/grading plan. b) the finished exterior cladding shall be consistent with that shown in the submitted architectural plans. c) the exterior of the building, including painting, shall be completed within 24 months from the date of the issue of the Development Permit. <p>10. The development officer may, in accordance with the Municipal Government Act, take such action as is necessary to ensure that the provisions of this by-law are complied with.</p> <p>11. This Permit is not transferable.</p> <p>12. Any alterations or improvements deemed necessary to Municipal Services or Local Improvements adjacent to the property shall be the sole responsibility of the applicant.</p>
<p>Background:</p>	<p>Administration has received a Development Permit application for a Cannabis Retail business located at 5506 46th Avenue.</p> <p>As this parcel is zoned as Direct Control (DC -2) District the application must be brought before Council for the decision. As per Section 4.15.3 of Land Use Bylaw 14-2016, the following approval procedure must be followed for a development application in a Direct Control District:</p> <ul style="list-style-type: none"> 1. Before council considers an application for a use in the Direct Control District, they shall: <ul style="list-style-type: none"> 1. Cause notice to be issued by the Development Officer in accordance with the notification procedures of Section 1.5.5 (Please see attached) of this bylaw to all those located within 100 metres of the boundaries of the property subject to the application. 2. Hear any persons that claim to be affected by the decision on the application. 2. Council may then approve the application with or without conditions or refuse the application. <p>In order to meet the above requirements, Administration has advertised a Public Hearing prior to the Regular meeting of council on November 26, 2018 to allow for any comments or concerns from the community regarding the proposed retail cannabis business. Administration has circulated the required notices to neighbors within a 100 meter perimeter of the proposed location and placed advertisements in two editions of the Taber Times prior to the November 26, 2018 meeting.</p> <p>The location selected for this Development Permit application is in the existing</p>



	Reckless Vape Shop south of Highway 3. The applicant will be applying for the AGLC license once approval of the DP is in place. The vape shop will be renovated and the Cannabis Retail shop will take its place. In the future, the applicant plans to build a new store for the vape shop.
Legislation / Authority:	<p>Town of Taber Land Use Bylaw 14-2016 Sec., 4.15.3</p> <p>Taber Municipal Development Plan Sec., 3.7.2(k) The Comprehensive Commercial Area is intended to accommodate uses that involve the sale of goods and services. Use that primarily involve the processing or manufacturing or shipping of materials will not be allowed within the Comprehensive Commercial Areas.</p> <p>Municipal Government Act Sec., 641(3) In respect of a direct control district, the council may decide on a development permit application or may delegate the decision to a development authority with directions that it considers appropriate.</p>
Strategic Plan Alignment:	Develop community and promote growth.
Financial Implication:	The applicant has paid the associated development permit fees.
Service Level / Staff Resource Implication:	The processing of development permit applications is part of the ongoing responsibilities of the Planning and Economic Development Department.
Justification:	To allow for a new retail opportunity within the Town.
Alternative(s):	<p>Council could approve the proposed Change of Use/Tenancy Development Permit with additional conditions.</p> <p>Council could refuse the proposed Change of Use/Tenancy Development Permit with reasons.</p>

Attachment(s):	<p>Application form</p> <p>Plans</p> <p>Existing building elevations</p>
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	LUB 14-2016 - Direct Control DC-2 Aerial Mail Out Map Notices Public Notice
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APPROVALS:	
Originated By:	Phyllis Monks
Chief Administrative Officer (CAO) or Designate:	



TOWN OF
TABER

Application for Commercial/Industrial/
Public & Institutional Development

DP 18-101
Diamond Permit #:

Planning and Economic Development

A-4900 50th St.
Taber, Alberta T1G 1T1
Phone: 403-223-6009
Fax: 403-223-5530

Office Use Only	
Use: <input type="checkbox"/> Permitted <input checked="" type="checkbox"/> Discretionary <input type="checkbox"/> Prohibited	Land Use District: DC-2
Development Permit No: 18-101	DP Fee:
Building Permit No:	BP Fee:
Application Received: OCT 15	Date Advertised:
	Permit Effective:
	Roll No: 4555010
	Security Deposit:
	Total Fees:

- **Development Permit** – ensures the use, setbacks, and size of your project comply with the *Land Use Bylaw*.
- **Building Permit** – ensures that your project is completed safely and is a requirement of the *Safety Codes Act*.
- **It is recommended you review *Land Use Bylaw* requirements prior to submitting an application.**
- **A building permit is required for most major construction projects and an application should be submitted with your development permit when applicable.**
- **Electrical, gas, and plumbing permits can be obtained through Superior Safety Codes (403-320-0734).**
- **During construction it is your responsibility to contact the building inspector for required inspections.**
- **After the building inspector has reviewed your plans and issued a building permit you can begin construction.**
- **At the completion of the project, you will be required to update your *Real Property Report* to verify the project has been constructed in the correct location.**
- **Please attach the following:**
 - Site Plan (3 copies)
 - Building Plan (3 copies)
 - Plot Plan (3 copies)
 - Building Permit Application
 - Internal circulation/parking plan (3 copies)
 - Security Deposit (if applicable)
- **Please indicate if you will be applying for:**
 - Building Permit Application
 - Business License

I/We hereby make application for a commercial/industrial/public & institutional development permit under the provisions of Land Use Bylaw 14-2016 in accordance with the plans and supporting information submitted herewith and which forms part of this application.

Municipal Address:	5506 46 AVE	
Legal Description of property to be developed:	Lot (Parcel):	Block: 21
	Name:	Plan: 6390L
	Address: BRUCE R DE COSTER	
	Email: bruce.decoster@hotmail.com	
	Town:	Postal Code:
	TABER	T1G 2B1
	Phone Res:	Phone Cell:
	403 929 2309	
	Business License#:	

Applicant:

Interest in the proposed development, if not the registered owner:
<input type="checkbox"/> Agent <input type="checkbox"/> Contractor <input checked="" type="checkbox"/> Tenant <input type="checkbox"/> Other explain:
Name: Franz Klassen
Address: 5332-46ave
Town: Taber
Phone Res:
Postal Code: T1G-2A8
Phone Cell: 897-3182
Email: lubex47@gmail.com

Type of Development Proposed:	<input checked="" type="checkbox"/> Commercial <input type="checkbox"/> Industrial <input type="checkbox"/> Public and Institutional
<input type="checkbox"/> New Construction <input type="checkbox"/> Waiver <input checked="" type="checkbox"/> Change of Use	
<input type="checkbox"/> Addition <input checked="" type="checkbox"/> Renovation <input type="checkbox"/> Moved in Building	
<input type="checkbox"/> Other explain:	

Adjacent to Highway:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Estimated Cost of Development:	3000
Lot Dimensions	Width: 32M	Depth: 31M	Area: 992M
Lot Coverage	By proposed build (%): 6 Total site coverage (%): 6 Landscaped open space (%):		
Proposed setback from property lines:	Front: Existing	Side 1: Existing	Side 2: Existing
	Number of Units: 1	Number of Loading Spaces:	Rear: Existing
Additional Information	Number of Off-Street Parking Spaces: 8	Driveway Width: NA	

The personal information requested on this form is being collected for a development permit and is protected by the Freedom of Information and Protection of Privacy (FOIP) Act. If you have questions about the collection, contact our FOIP Coordinator at (403) 223-5500.

Business Information	Off-Site/Mobile	On-Site	Proposed Signs: (Identify on site plan)		Yes
	Outdoor Storage: (Identify on site plan)	Yes No	Yes No	Proposed Outdoor Lighting: (Identify on site plan)	Yes No
Flammable or Hazardous material on site:	Yes No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, attach a list of all materials and estimated quantities.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Potential environmental impacts or nuisance effects:	Yes No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, attach a description of potential impacts and their proposed mitigation plan	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Access:					
Provincial Highway # <u>3</u>			Existing	Proposed	N/A
Municipal Road	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal Subdivision Road	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Undeveloped Road Allowance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Private Road (i.e. Condominium)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Services:					
Water Supply	Municipally owned and operated piped water system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage Disposal	Municipally owned and operated sanitary sewer system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Storm Drainage	Municipal sewers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Ditches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Swales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If development is temporary, state for what period: <u>NO</u>					
Existing Use of Site: List existing buildings, structures and use(s) of the land and whether any are to be removed or relocated.					
<u>Retail</u>					
Proposed Use of Site: Describe in detail - attach additional information if necessary.					
<u>Commercial Retail</u>					
Present Use of Adjacent Properties					
<u>Vacant and Hawk Kong Gardens across the street</u>					
Describe how vehicles will access the site: (Submit an internal circulation/parking plan)					
<u>Existing Access</u>					
Describe the use, number, and size of all commercial vehicles accessing the site:					
<u>NA</u>					

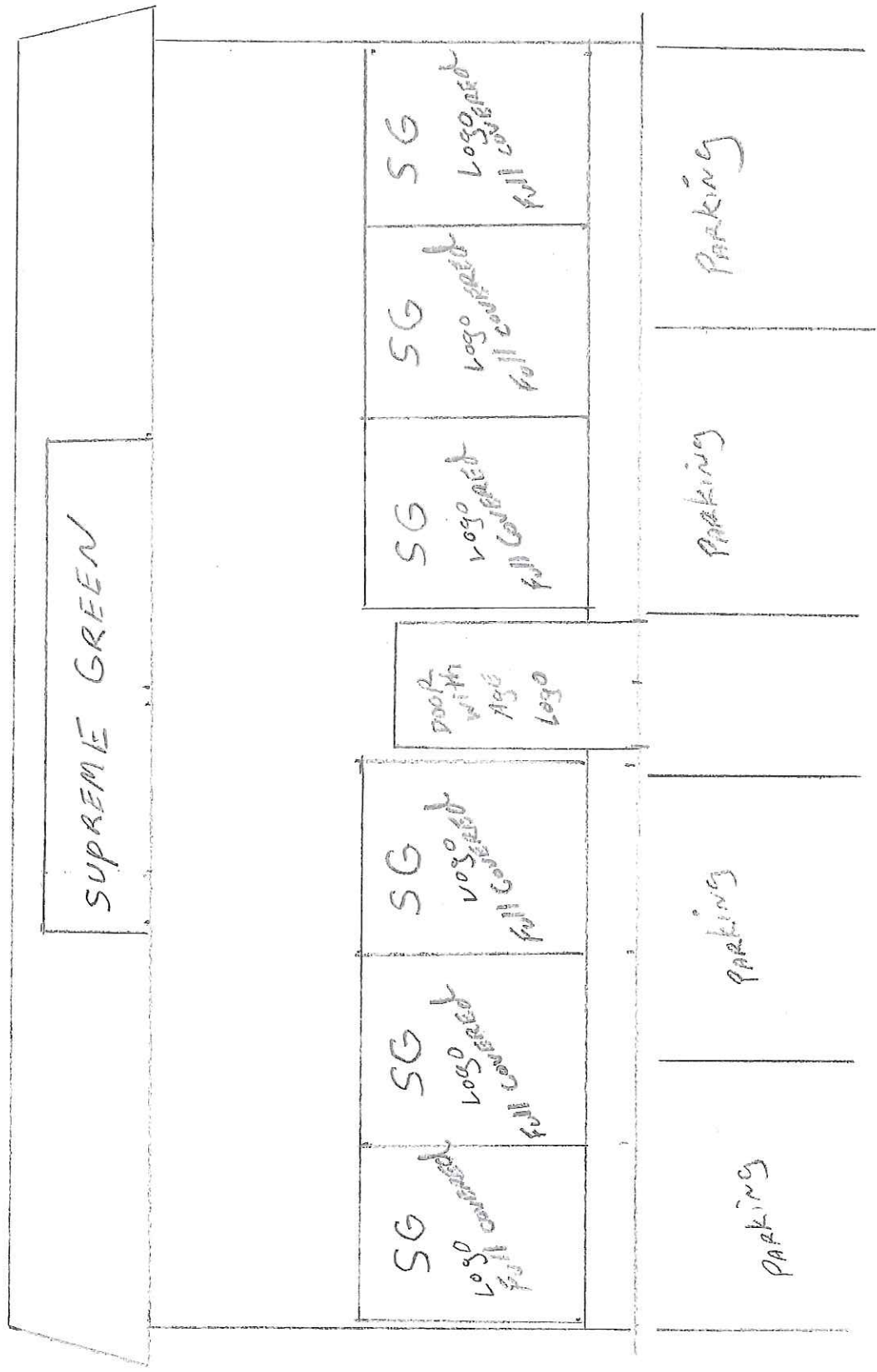
Signed: [Signature] Applicant Date: Oct 11/2018

Signed: [Signature] Registered Owner (if different than applicant) Date: Oct 11/2018

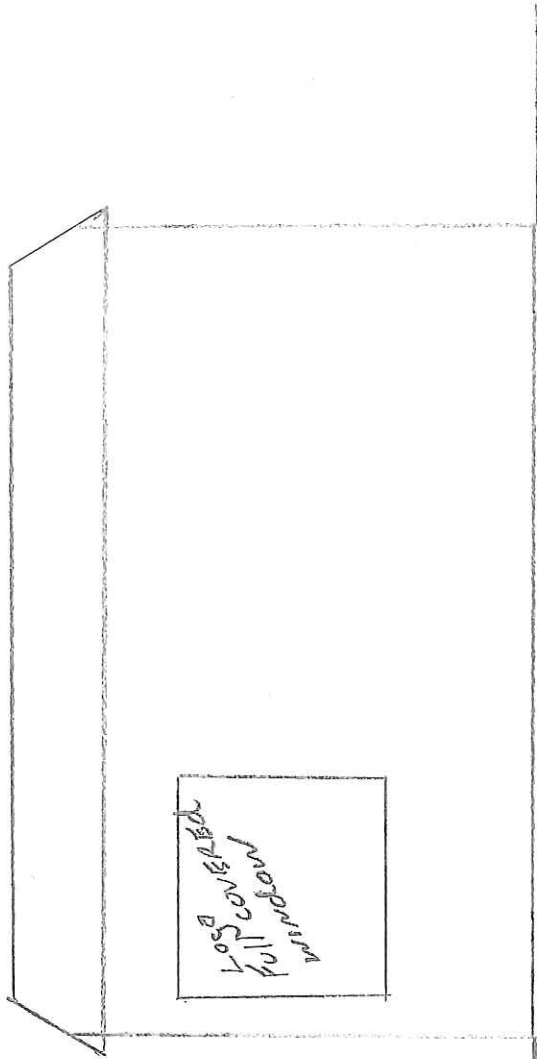
Signed: _____ Date: _____
Development Officer

STORE NAME: SUPREME GREEN

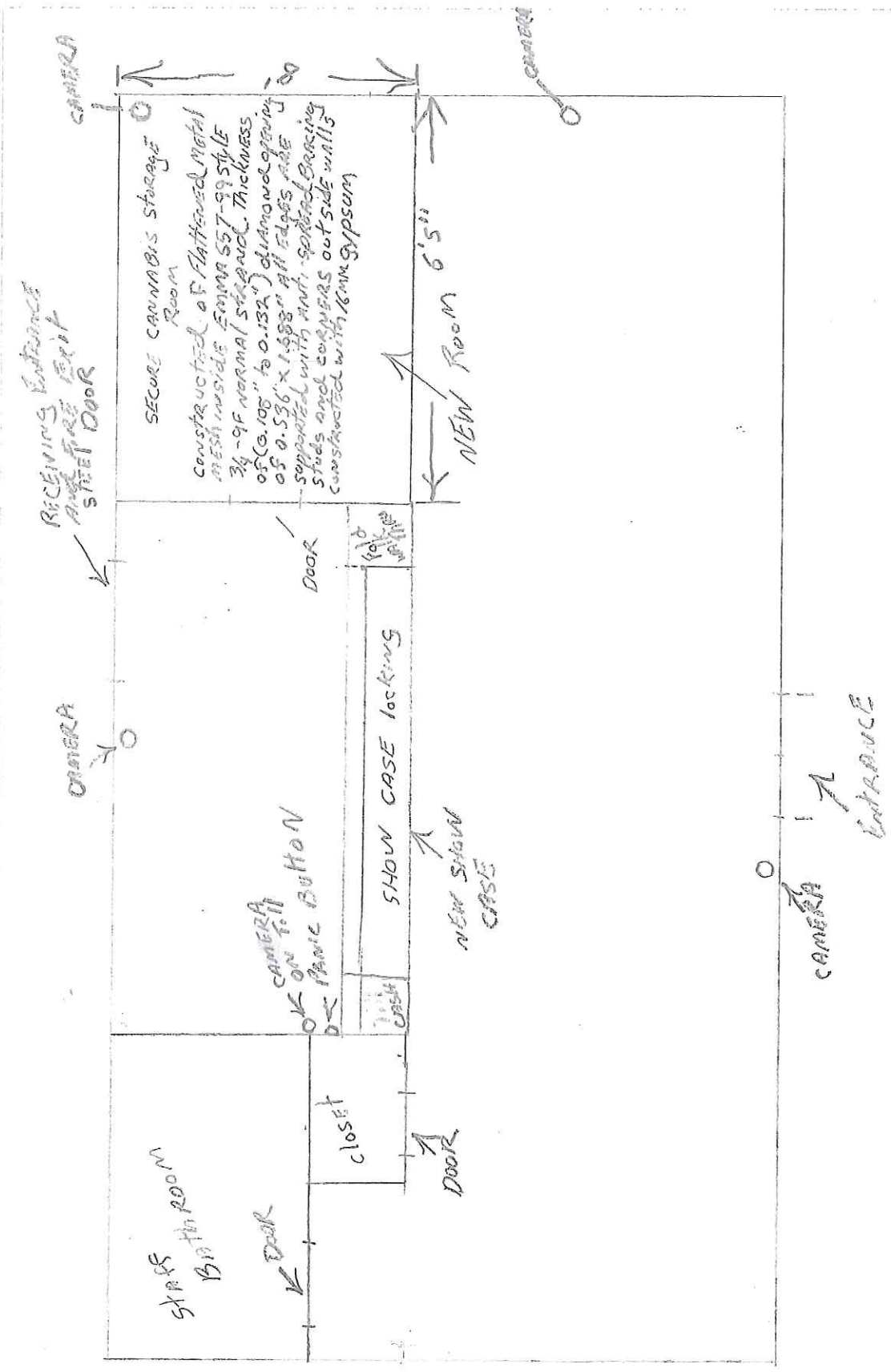
FRONT VIEW



WEST VIEW



WEST END
OPEN DIRT PARKING
APPROX. 4 PARKING SPACES



Floor Plan



Reckless Vape Shop

RV
Reckless Vape

RV
Reckless Vape

RV
Reckless Vape

RV
Reckless Vape

RV
Reckless Vape

SUNNY WE'RE
CLOSED



Reckless Vape
Shop





Reckless Vape Shop

RECKLESS
VAPE SHOP
100% LEGAL
BY THE WAY OF TEXAS

CAUTION



SOMY WERE
vibes
Reckless Vape Shop

Reckless Vape Shop

RECKLESS VAPE SHOP
PARKING ONLY

NEED A NEW PURCHASE
FOR HEATER HEATERS
FINANCING AVAILABLE
CALL 408-283-4559

4.15 DIRECT CONTROL DISTRICT (DC)

4.15.1 Purpose

The purpose of a Direct Control District is to provide for:

- (a) uses that due to their character cannot be effectively accommodated in the standard districts in this Bylaw and require that unique regulations be applied to the use by Council; or
- (b) innovative land use controls that cannot be legally or practically introduced through a standard land use district.

4.15.2 Requirements

- (1) Each Direct Control District will be different and will contain uses and standards and decision-making procedures specific to the proposed development.
- (2) In order to distinguish one Direct Control District from another, each district will be identified on the Land Use Maps by its own unique DC suffix in sequential order beginning with the first Direct Control District approved by Council labelled as DC1.
- (3) In applying for a Direct Control District, an applicant will need to provide written reasons why a standard land use district in the Land Use Bylaw is considered to be inappropriate to accommodate the proposal and why Direct Control is required.

4.15.3 Approval Procedure for a Development Permit

- (1) Before council considers an application for a use in the Direct Control District, they shall:
 - (a) Cause notice to be issued by the Development Officer in accordance with the notification procedures of Section 1.5.5 of this bylaw to all those located within 100 metres of the boundaries of the property subject to the application.
 - (b) Hear any persons that claim to be affected by the decision on the application.
- (2) Council may then approve the application with or without conditions or refuse the application.

4.17 DIRECT CONTROL DISTRICT 2 (DC-2)

4.17.1 Purpose

To facilitate development on the subject parcel in consideration of Council being the development authority due to irregular parcel dimensions.

4.17.2 Uses

Those uses designated as permitted and discretionary in the Comprehensive Commercial District (CC).

4.17.3 District Requirements

Minimum Lot Area:	As per the approval of Town of Taber Council
Minimum Lot Width:	As per the approval of Town of Taber Council
Minimum Front Yard:	As per the approval of Town of Taber Council
Minimum Rear Yard:	As per the approval of Town of Taber Council
Minimum Side Yard:	As per the approval of Town of Taber Council
Building Height:	As per the approval of Town of Taber Council
Maximum Coverage	As per the approval of Town of Taber Council
Minimum Landscaped Area:	10%

4.17.4 Special Requirements – Landscaping

Further to the landscape requirements contained in Section 3 – General Provisions, landscaping shall be determined as follows:

- (a) All areas not covered by buildings and parking shall be landscaped. Protective barriers with a minimum height of 15 cm (6 inches) shall be placed around all landscaped areas.
- (b) The minimum landscaped area shall be concentrated in front yards, but additional landscaping may be required in other yards to separate uses or to provide buffers or screening from other uses or roads. All landscaping shall be identified on the site plan.
- (c) Final landscaping plans shall be approved by the Development Officer prior to installation of plant materials.

4.17.5 Special Requirement: Storage Areas

All storage areas shall be appropriately fenced or screened. All sites abutting Residential Districts shall be screened from view of the Residential District to the satisfaction of the Development Authority. All storage shall be accessory to the main use of the land or main building on the site and shall comply with the yard and setback requirements of this Section. “Outdoor storage” may be allowed only as an accessory use; exclusive or primary use of lots for “outdoor storage” is not permitted in this district.

4.17.6 Special Requirements: Parking

Further to the parking requirements found in Section 3 – General Regulations, all required parking, circulation, and access areas shall be paved with a hard, durable weather resistant surface.

4.17.7 Special Requirement: Building Location and Front Yard

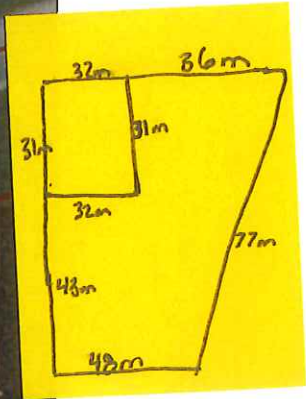
Notwithstanding any other provision in this Bylaw, the yard of any lot abutting a highway shall be deemed to be the front yard. The front of all buildings should face the front yard. Where, in the opinion of the Development Authority, this is not possible or practical for the effective development of a site, those exterior walls of buildings that must face the highway shall have special façade treatment. This treatment shall be to the satisfaction of the Development Authority.

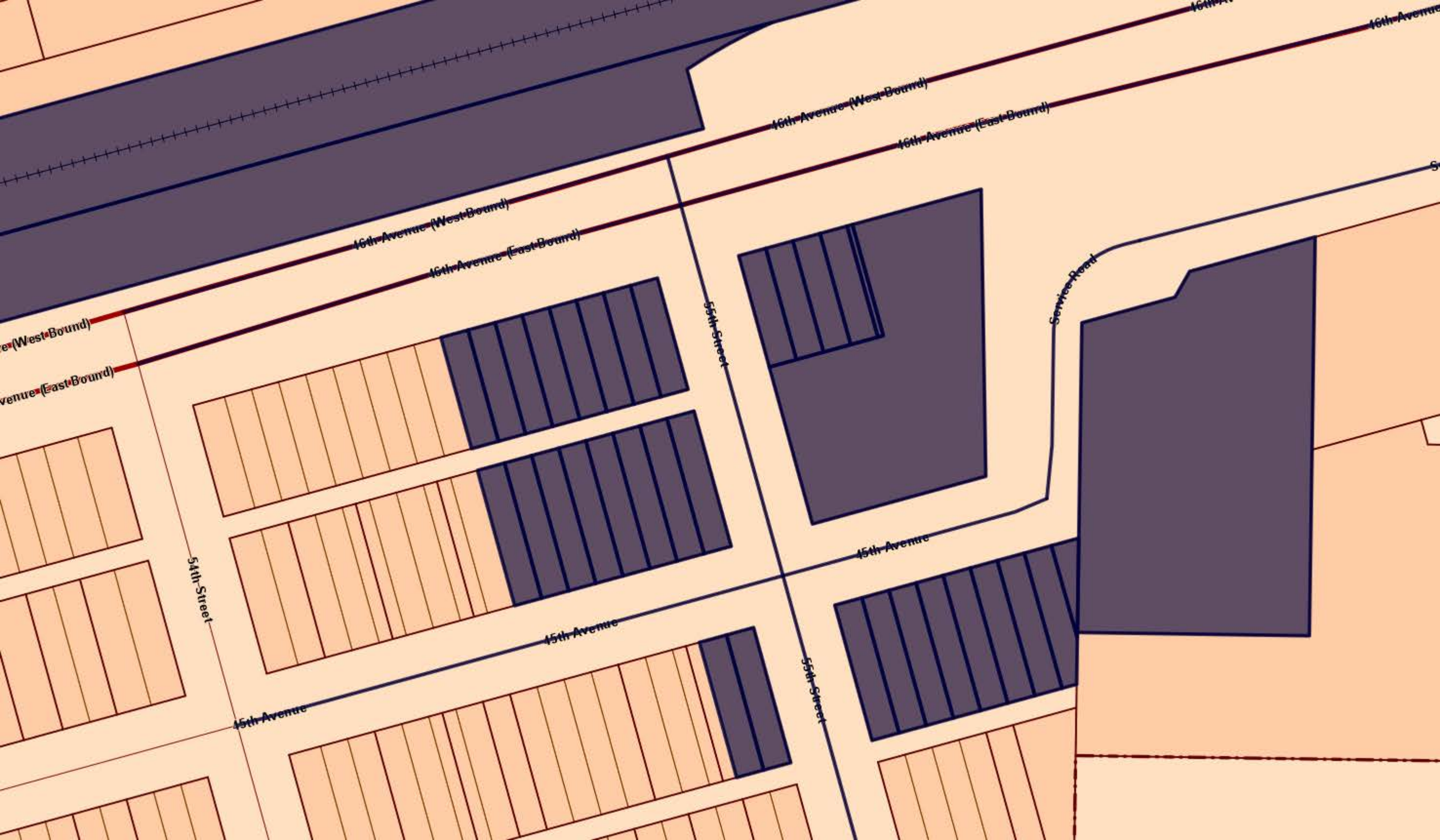
4.17.8 Special Requirements – Site Plan and Development Agreement

All applications for a development permit shall provide a detailed site plan for the proposed development. The site plan shall include all information required on “Form A” and Section 2.7 of this Bylaw. For those applications approved, the proponents shall enter into a Development Agreement with the Town to ensure that the conditions of the Development Permit are fulfilled to the satisfaction of the Town.

4.17.9 Other Requirements

All other requirements shall be as Council deems necessary.





16th Avenue (West Bound)

16th Avenue (East Bound)

16th Avenue (West Bound)

16th Avenue (East Bound)

16th Avenue (West Bound)

16th Avenue (East Bound)

16th Avenue

54th Street

55th Street

Service Road

54th Street

15th Avenue

15th Avenue

15th Avenue

16th Avenue



November 19th, 2018

HAND DELIVERED

To Whom It May Concern,

This letter is a courtesy notification as you have property within a 100 meters of a proposed development and we wish to give you the opportunity to comment on this project.

The Town of Taber has received a development permit application for a Cannabis Retail business located at **5506 46th Ave.**

As this proposed development is within the Direct Control (DC-2) District the application must be brought before Council for the decision. This proposal is being circulated to you and other surrounding neighbours in accordance with the development process for a permit application in a direct control district.

Please see the attached advertisement for more information regarding the Public Hearing prior to a decision.

If you have any questions or concerns regarding this application or you would like more information on the Public Hearing please call us at (403)-223-5500 ext. 6003 prior to noon, Monday, November 26, 2018.

Regards,

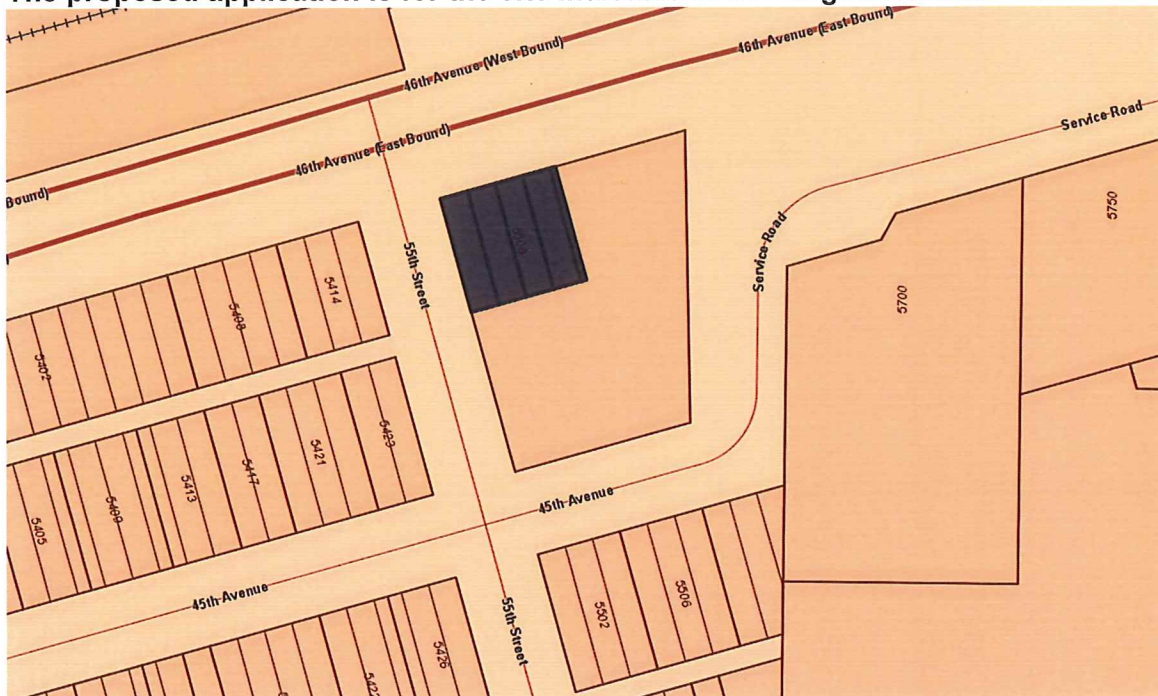
Grace Noble
Development Officer
Town of Taber

Public Notice
Development Permit Application
DP 18-101 Bruce DeCoste/ 1879874 Alberta Ltd. O/A Supreme Green

Take notice the Town of Taber has received a Development Permit Application for a Cannabis Retail Store located at 5506 46 Ave.

A public hearing and discussion of the proposed application will be held on Monday, November 26, 2018 at 3:30PM in the Town Council Chambers, Administration Building, A4900 – 50th Street, Taber, Alberta.

The proposed application is for the site indicated in the diagram below.



Copies of the proposed application will be available at the Town Office, A4900 – 50th Street, Taber, Alberta.

If you have comments or concerns regarding the proposed development, Council would like to hear from you. All those who are interested or affected, are invited to attend the Public Hearing to comment or ask questions about the proposed application or any other related matters.

If you are unable to attend the Public Hearing but would like to submit your comments/concerns in writing, please submit them to the Planning and Economic Development Office no later than noon, Monday, November 26, 2018.

Any questions regarding this development can be directed to:

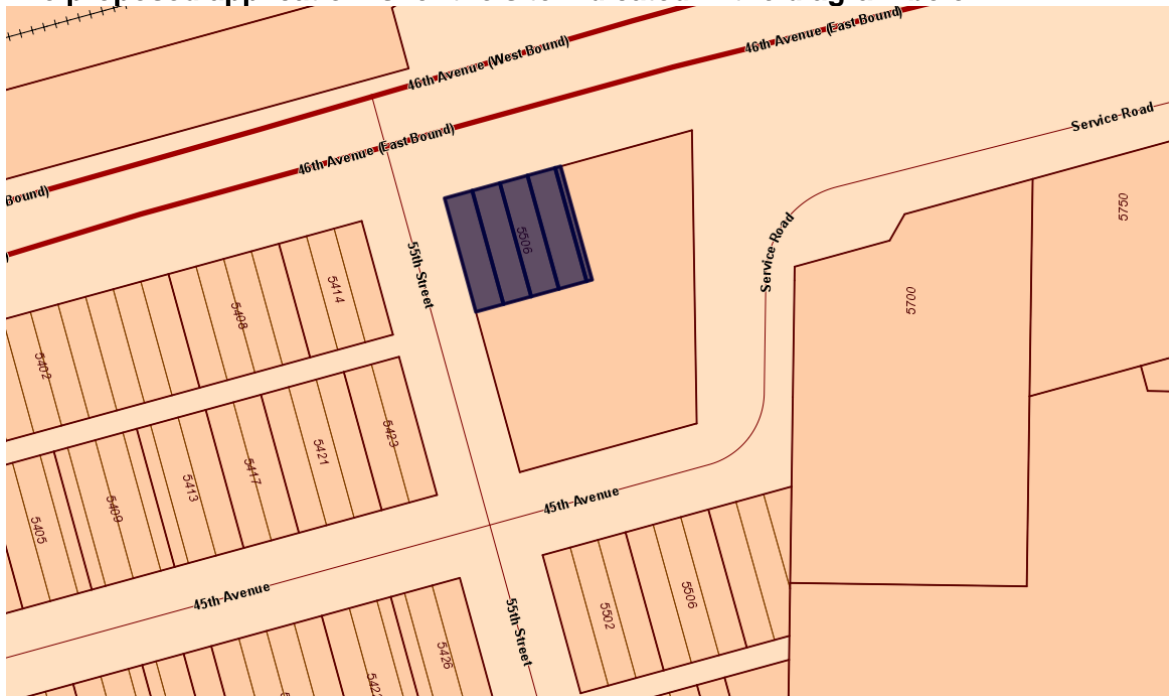
Grace Noble
Development Officer
Phone: (403)-223-5500 ext. 6003
Email: grace.noble@taber.ca

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Any questions regarding this development can be directed to:
Grace Noble
Development Officer
Phone: (403)-223-5500 ext. 6003
Email: grace.noble@taber.ca



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Emergency Services Building Open House Scheduling	
Recommendation:	That Council accepts the date of January 16, 2018 from 7 p.m. to 9 p.m. at the Heritage Inn as the date for their Open House relating to the Emergency Services Building.
Background:	<p>At the October 9, 2018 Council meeting, RES. 483/2018 MOVED by Councillor Tams that Council directs Administration to schedule an open house with the citizens of the Town of Taber to be held the third week of January 2019, to discuss an Emergency Services Building within the Town of Taber.</p> <p>Administration has booked the Heritage Inn from 6 – 10 (to allow time for setting up and take down). For an open house with an anticipated start time of 7:00 p.m.</p> <p>Administration looks to Council for direction as to facilitator, content and any other details or information that can be provided. Council may wish to consider a third party facilitator to allow Administration to take an impartial role in the process and allow Council to seek the information they are needing from the public.</p>
Legislation / Authority:	<p>MGA Part 5 Division 3 153 Councillors have the following duties: (b) to participate generally in developing and evaluating the policies and programs of the municipality.</p> <p>MGA Part 6 201(1) A Council is responsible for (a) developing and evaluating the policies and programs of the municipality.</p>
Strategic Plan Alignment:	<p>Improve Internal & External Communication 4) Increase Council's public presence.</p> <p>Enhance Sense of Community 4) Continue the growth of Taber as a healthy and safe community.</p>
Financial Implication:	Costs to rent space at Heritage Inn and provide refreshments and if a third party facilitator is engaged.



Service Level / Staff Resource Implication:	Staff resources will be dependent on Council direction for meeting facilitation.
Justification:	To meet the requirements of Resolution 483/2018
Alternative(s):	Council could propose a different date. Council could direct Administration to postpone the open house and amend or rescind their motion.

Attachment(s):	None.
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APPROVALS:	
Originated By:	Phyllis Monks
Chief Administrative Officer (CAO) or Designate:	



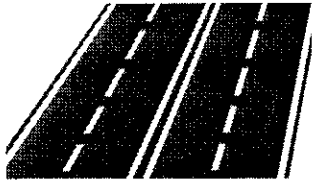
Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Highway 3 Twinning Development Association	
Recommendation:	Council agrees to contribute membership fees to the Highway 3 Twinning Development Association at the contribution rate of \$0.50 per capita for the 2019-2020 period, and funds this \$4,214.00 expenditure from Operating Reserves.
Background:	<p>The Town of Taber is currently a member of the Highway 3 Twinning Development Association, with Councillor Brewin serving as Council's representative. The Association has sent a letter (attached) asking for funding support in the amount of \$0.50 per capita.</p> <p>It has been indicated that the Association is going through a change, has developed a strategic plan, and is in the process of assessing the fulfillment of that plan and arranging for staffing in order to do so.</p> <p>Council discussion is requested to take place as to if the Town of Taber is willing to continue to support this Association with its monetary request.</p> <p>Councillor Brewin may wish to elaborate on the activities of the Association and the reason for the request at the Council meeting.</p>
Legislation / Authority:	MGA s. 5 (Powers, Duties and Functions)
Strategic Plan Alignment:	Develop partnerships with other regional governments and organizations.
Financial Implication:	The Town's population is 8,480 so the annual fee will be \$4,214. This has not been budgeted in 2019.
Service Level / Staff Resource Implication:	<p>Councillor Brewin is the Town's representative with this Association. Further staff implication at this time is unknown.</p> <p>The Town of Taber Finance Department currently does the financial for this Association.</p>



Justification:	The Town has been a long time member of this Association and might benefit from increased traffic on Highway 3. Additionally, the highway would be safer if twinned, this being an issue east of Taber.
Alternative(s):	<ol style="list-style-type: none"> 1. Council could choose to not pay the requested membership fees, thereby not continuing with membership in the Association. 2. Council could choose to fund the expense from other sources.

Attachment(s):	Request from Highway 3 Twinning Development Association
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APPROVALS:	
Originated By:	Kerry Van Ham
Chief Administrative Officer (CAO) or Designate:	



Highway 3 Twinning Development Association

Membership Invoice 2019 - 2020

October 30, 2018

Town of Taber

Population 8428 X .50

Membership Fee \$ 4214.00

Please make cheque payable to:

Town of Taber – Re: Highway 3 Twinning Development Association

A 4900 50 Street

Taber, AB T1G 1T2

We hope that we can receive payment by January 15, 2019 in order that the Executive can move forward to determine the options available within the financial constraints to implement the objectives of the Strategic Plan.

Thank you for your support of Highway 3 Twinning Development Association

HIGHWAY 3 TWINNING DEVELOPMENT ASSOCIATION

STRATEGIC PLAN 2018-2022



By: 1ST PRINCIPLES PLANNING

#2315 310 MCKENZIE TOWNE GATE SE
CALGARY AB T2Z 1A6

June 2018

1.0 PROJECT OVERVIEW

The Highway 3 Twinning Development Association has lobbied for improvements to Highway 3, specifically the twinning of single lane sections of the Highway, for more than 15 years. These efforts have led to the advancing of functional design studies, economic development analyses, and the construction of twinned sections of the Highway. It is acknowledged by the Association's members that through persistent advocacy of the Association now has "the ear" of the Minister of Transportation, as well as senior staff in the regional and provincial offices of Alberta Transportation.

Notwithstanding the past successes, the future of the Association, and its potential activities, is now in question. Several member municipalities have indicated a reluctance to continue even a modest level of financial support for the Association. Other members continue to express strong support for the Association, but wonder if continued lobbying is sufficient or if new directions need to be considered.

This Strategic Plan that is presented in this document is a reflection of the contributed thoughts, ideas, opinions, suggestions and advice of the Association's member organizations, as expressed by elected officials and senior staff. This input has been obtained through telephone conversations, web-meetings, and a strategic planning workshop. Summaries of the information gathered in these sessions is provided in Appendices A & B at the end of this report. These summaries have been specifically included to allow the readers access to the insightful input the 1st Principles Planning team members received. They also provide documentation of the perspectives and mindsets of the Association member in the Spring of 2018, with an important Provincial election just a year away. As these perspectives and mindsets change over time the Strategic Plan can be re-examined, revised and fine tuned to meet new challenges and opportunities.

The final section of this document considers the important step of "Plan Implementation". So often great plans are carefully crafted, but how they get accomplished is passed on to staff or volunteers who lack the resources, authority of skills required. 1st Principles Planning would be remiss if we neglected to share our thoughts on these matters with the Association members.

MISSION

To collaboratively and actively support the completion of twinning highway 3 from the BC border to Medicine Hat as an integral part of the evolving multi modal provincial transportation system.

VISION

A twinned Highway 3 is a safe, community and regional economy supporting “spine” of the provincial and national transportation network.

OBJECTIVES

PROMOTE THE COMPLETION OF THE TWINNING OF THE TRANS-PROVINCIAL HIGHWAY 3

- Identify and evaluate alternative funding options and partnership opportunities for the H3TDA in order that operational costs can be borne by all benefiting parties
- Develop a H3TDA three to five-year business plan that includes staffing required to achieve the mission of the association
- Collaborate with Alberta Transportation regarding;
 - * Identification of the types of situations that can be used to lever the commitment of capital funding by Alberta Transportation
 - * Clarification of the Alberta Transportation definition of "shovel readiness"
 - * Identification of existing "shovel ready" sections waiting to be twinned
 - * Promotion of the completion of "shovel ready" requirements for sections that lack right of-way acquisition or functional design
- Develop collaborative relationships with Indigenous communities along Highway 3 to encourage the fast tracking of twinning where community safety is a high priority
- Identify and evaluate alternative funding options and partnership opportunities that could lead to expedited construction

FOSTER AND SEIZE DIVERSIFIED COMMUNITY AND ECONOMIC DEVELOPMENT OPPORTUNITIES

- Invite Highway 3 industries to explore with the Association how the twinned Highway 3 will impact current and future development along the corridor
- Prepare and provide to association members text templates that support the twinning of Highway 3 to be included in each municipal members Intermunicipal Collaborative Framework and Intermunicipal Development Plan documents
- Consider the extension of BC's "electric highway" initiative to provide opportunities in Alberta to better serve the expanding electric vehicle user base
- Approach Alberta Transportation to define and include in highway construction design features/ components that support the use of autonomous commercial and private vehicles

DEVELOP A MULTIMEDIA COMMUNICATION PROGRAM TO PROMOTE TWINNING, COMMUNITY AND ECONOMIC DEVELOPMENT INITIATIVES

- Determine communication program elements required to effectively inform residents, business owners, land owners, and elected officials about the initiatives and successes of H3TDA
- Invite Highway 3 industries to partner with the Association to support and promote the completion of Highway 3 twinning
- Commit staff to the preparation of regular distributed communications materials
- Develop relationships with major provincial and national media to promote the Highway 3 corridor
- Develop promotional opportunities plan to allow member communities and organizations to collaborate on the hosting of Highway 3 "highlighting" events

2.0 FINANCE AND STAFFING CONSIDERATIONS

The operational history of the Highway 3 Twinning Development Association, as it has been related to us by several sources, has been largely marked by volunteerism and local government contributions of staff time in support of the Association's initiatives. Despite a less than ideal operational arrangement the Association has been able to move the agenda of its members forward and has achieved success where members goal(s) and those of the Provincial Government have coincided.

The challenge now, however, is how to take the next steps toward the completion of the Association's highway twinning Vision in an era of limited financial resources and competing infrastructure projects.

The Objectives and Action Steps of the Strategic Plan, as it is proposed, do not lend themselves to a continuation of an informal, volunteerism-based organization, nor one that is subject to the annual budgetary debates of member municipalities. At the same time, the creation of an expensive, professionally staffed "lobbying" organization does not match well with the limited financial support that is available from current Association members. Clearly, a new approach that reflects both the Vision and fiscal realities needs to be explored.

1.1: Skills Requirements

The starting point is a consideration of the types of core skills that will be required to facilitate the implementation of the Strategic Plan:

- Administrative skills to maintain the records of the Association;
- Organizational skills, in particular the ability to arrange and facilitate the hosting of events, activities and meetings with "mission critical" members of senior governments and supporting organizations;
 - Public relations skills and communications skills, including social media, website and digital graphics abilities, plus the ability to craft the Association's message to the various publics as each implementation action is undertaken.

There was a suggestion at the Strategic Planning workshop that lobbying skills might also be valuable, but given the experience the region's elected officials and economic development professionals in representing the Association's interests to senior governments and affected business communities it is not considered to be a core skill requirement at this time.

1.2: Time Commitment

The mix of core skills that are recommended as being required suggests that more than one person may be required to part of the Association's "team". This does not mean, however, that full time staff are a necessity, or even desirable. The flexibility to combine the right set of skills to accomplish a specific task without committing to full time employment is the hall mark of the part-time job trend ("gig economy") that has become the new norm in a number of sectors of the economy. This type of employment is attractive to those members of the community who are developing their workplace skill sets (post-secondary students), those with marketable skills who want shorter work days, as well as retired administrative, communications and public relations professionals who are looking for to supplement their pensions / investment incomes. If it is determined that the implementation actions are to be pursued at a reasonable, consistent, professional pace then it is estimated that staffing requirements will be:

- Project Coordinator; Public Relations/Partnership Negotiations – 0.66 FTE, 1st year;
- Project Coordinator; Relationship & partnership management – 0.5 FTE, 2nd to 5th Year;
- Project Assistant; Administrative support and record keeping – 0.3 FTE, term of the Plan;
- Communications Assistant; Website, social media, graphics – 0.3 FTE, term of the Plan;

A vigorous “start-up” phase of implementation could require increasing of the Implementation Lead and Project Assistant to a 0.8 FTE for the first year.

1.3: Roles and Responsibilities

Successful implementation will also require all parties involved with the Association; Mayors and Reeves, member representatives and staff to understand the roles they will play and the responsibilities they will have during the term of the Strategic Plan. For the Mayors and Reeves the role is clear political advocacy to senior levels of government, public acknowledgment of the importance of twinning to local and regional economies, and the recruiting, welcoming and inclusion of new partners that agree to support Plan implementation.

Member representatives, many of whom are also elected officials, monitor the progress of Plan implementation and ensure financial accountability and transparency. They also share the responsibility to acknowledge the importance of twinning both the general public and the industries in their jurisdictions, identify for staff potential partnership candidates, as well as welcoming new partners into the Association and including them in the promotional activities where appropriate.

Association staff are the “do-ers” of the day-to-day Plan implementation, as well as day-to-day administration of the Association. They are the organizers of meetings with potential partners and senior government representatives, the developers of communications / public relations initiatives and events to promote Highway 3 twinning at every reasonable opportunity, the managers of the budget, with regular report back responsibilities to the Executive and the members.

1.4: Financial Requirements

To attract quality individuals to part-time positions it is not necessary to pay “top dollar”, but it is also important not to offer minimum wage. Depending on an individual's relevant skills and experience, an hour wage range of \$25 to \$40 per hour should attract the talent that Plan implementation requires. For budgetary purposes let's use the upper end of the range, \$35/hr and a 0.7 FTE which projects an annual staffing cost of approximately \$50,000 in years 2-5 of Implementation, with a vigorous, first year start up adding an additional \$25,000. Again, for budgetary purposes, let's assume administration overhead, hosting of special events, promotional efforts and related travel at 40% of staffing costs or \$30,000 in the first year, and \$20,000 in years 2-5. Including a modest contingency of \$5,000 seem to be reasonable would make the first year budget estimate \$110,000 and the subsequent years budget estimate \$75,000.

1.5: Funding Options

Before we consider the funding options, it is essential to explore the importance of funding commitment. Finding \$75,000 to \$110,000 for a single year's operation will be a

challenge given the potential that both the City of Medicine Hat and the City of Lethbridge have indicated a reluctance to provide additional financial support, but it could likely be done if the Association's members truly support their Mission Statement. That said, the reality is that very few of implementation steps can be completed in just one year, and the Strategic Plan is intended to direct the Association's activities for five years. This is where commitment, specifically funding commitment for five years, become a key factor in the Strategic Plan's chances for success.

Option A: Current members share the cost on a proportional basis, similar in format to the current financial contribution arrangement. This would mean contribution increases to all members would be likely unless some operational costs, not staffing costs, could be offset by "in kind" services; i.e. discounted office space, use of a member municipality's vehicle for Association duties, photocopies, etc.

Option B: Add to the implementation actions "the recruitment of new members" from those business sectors and organizations that would benefit for the completion of the Highway 3 twinning. The addition of new members, each with a five year funding commitment, would add strength to the Association's leverage with senior governments and provide opportunities for joint industry-Association promotions and events that keep the twinning vision and message planted in the minds of the public and media. It could also open up additional "in kind" services; i.e. use of an electric vehicle courtesy of an wind energy producer.

Option C: The development of dedicated internship or co-op job opportunities for students studying at Medicine Hat College, Lethbridge College and the University of Lethbridge could allow for the inclusion of the highly skilled and practical-experience-motivated pre-professionals onto the Association's implementation team. The development of such opportunities could lead to marginally lower operating costs with significant promotional benefits throughout the Highway 3 corridor.

Option D: Grant programs from senior levels of government could assist in reducing the cost to the Association members, but grants need to be well researched and pursued annually, with the endorsement of all members and the vigorous support of the corridor's MLAs and MPs.

3.0 RECOMMENDATIONS

- 1. Go Big or Go Home:** Borrowing from the sports world, the Association needs to reinvigorate its member municipalities and organizations, and potential new partners, by “going big”. Having the Minister of Transportation’s ear is nice, but having the Ministry’s capital dollars is much better. To change the funding dynamic the voices of the entire corridor need to be heard at Legislature, and in Parliament, as well. Doing what the Association has always done won’t get it done. Being bold, noisy and imaginative with communications and the promotion of twinning projects could be the lever that’s needed.
- 2. “Deeds not Words”:** Commitment: Adopting the Strategic Plan is the easy part. Implementing a visionary, action oriented Strategic Plan is harder, but with the old time, Southern Alberta “my handshake is my bond” type of five-year commitment from all members success is very possible.
- 3. ActNow:** Commit the funds that currently in the Association’s account to bring the people the essential “start-up” skills and experience together to begin the implementation process in the next three months.
- 4. Evaluate, Adapt, Refine and Move Forward:** No Plan along survives its first “contact” with the real world. The ability to evaluate implementation progress, adjust and fine tune implantation actions and activities on the fly and not lose momentum is the reason skilled and motivated staff are brought on the Association’s team. Delegation of the necessary and appropriate levels authority to act on behalf the Executive is an important early consideration.
- 5. Annual Review:** Change circumstances along the corridor and in the regional economy will require the members to annually review the Strategic Plan. The goal of these reviews to allow for minor tweaking that keeps the Vision attune to the times and the implementation steps appropriately adjusted.
- 6. Celebrate the Association’s Successes:** The work is challenging and success often seems to be measured in centimeters not kilometers. Regardless, celebrate even the smallest success and spread the word so others can celebrate, too.

APPENDICES



APPENDIX A INTERVIEW SUMMARY

Overview: 1st Principles associates contacted staff of each of the Association's member municipalities and the Improvement District #4 to determine their level of awareness of the Association's work; their opinions about impact the Association has made; and the opportunities that they feel lay ahead.

Awareness: The individuals contacted were well aware of the efforts that the association had made over the years. Newer staff lacked the perspective of the Association's long-term efforts to raise the political profile of the Hwy 3 corridor and the results of those efforts that have resulted in existing twinned sections of the Highway. When asked why the highway should be twinned, members cited economic development and traffic safety as the two top responses, with tourism being an important but lesser reason. Municipalities tended to respond with traffic safety as being the most important reason for twinning, while economic development groups tended to respond with economic development as being the most important reason for twinning.

Accomplishments: Interviewees were unified in their recognition of successes achieved by the association. Responses included comments about the positive impacts of the construction of existing twinned sections, the higher profile that Hwy 3 now has in the Alberta Transportation and the Legislature, the funding/completion of the Hwy 3 Traffic Study, and the long-standing unity of the members around key issues and objectives. Many members feel that every goal has been achieved save the actual twinning of the highway and recognize that this is out of the Association's hands.

Take Action: Interviewees commented on: the need for tangible action items after meetings; the need for monthly meetings; re-evaluating the Association's mission, goals, objectives; better communication of highway development plans with the public (more open houses, more transparency, more engagement with the public, etc). A key concern from many members is the organization of the Association: what is the role of the Association moving forward, who do we need to be in charge, what does that job description look like? There is also a missing link

with the Piikani Nation, and relationship building must begin with this stakeholder group.

Priorities: Support for the priority twinning of section of Hwy 3 in the Crowsnest Pass was acknowledged by some members, but others questioned the difficulty of twinning in that area (cost, geographical constraints, wildlife corridors, etc).

Opportunities: Suggestions regarding the opportunities that lay ahead varied significantly. A number of interviewees indicated that the continuation of the current mission, to advocate twinning projects, should remain the principal focus of the Association. Other members proposed: increased support for "off the Hwy" communities and their businesses; combining with other Southern Alberta economic development associations to form a "super-regional" development lobbying force; investigation into inter-modal transportation, including rail, air, and highways, and how a twinned highway would support and develop alongside these other two modes of goods transportation; and research into grant and partnership opportunities with segments of the private sector whose industries depended on the safe and efficient movement of goods and services. There was a number of members who wanted to see steps taken to make the twinning of Hwy 3 "shovel-ready" to further entice the government to fund the project.

Challenges: The challenges that were mentioned by all respondents focused on raising the priority of Hwy 3 twinning on Alberta Transportation's Capital Planning program and obtaining an assured commitment of construction funding. Other challenges identified include: the impact of autonomous vehicles on the traffic volumes and servicing requirements; inclusion of "safe crossings" for wildlife along the route; twinning the highway to the BC border only to have the highway reduced to 2 lanes again; how future highway bypasses will affect the economies of smaller towns in the region.

APPENDIX B SWOC SUMMARY

Strengths:

- Heightened awareness of the importance of Hwy 3 in AT and the public
- Prioritize sections for AT; municipalities not competing with each other for limited funding \$\$
- People have remained positive & continued interest in meeting, a unity in working together
- Study completed about the economic impacts with
- Collaborative effort by the members
- Media has picked up on Association's open houses
- Economic Development Lethbridge and Chamber of Commerce represent the City on the Committee
- Mayor (Lethbridge) advocates for Hwy 3 every chance he gets and champions that 2 lane Hwy 3 is an economic bottle neck.
- Have avoided getting into the detail "weeds" about the aspects of twinning.

Weaknesses:

- Association is cash limited, which limits its ability to undertake new initiatives.
- Southern Alberta is not seen as a political battleground; don't have the political clout that other areas have where there is a contest between the political parties.
- Key economic elements (50 km east & west of Lethbridge) have been addressed as part of the Can-A-Mex route.
- Feeling of spinning our wheels, can't demonstrate results; frustration among members that progress isn't being made.
- CP Rail has terrible relationships with customers and very high car booking limits (100)
- Not a strong relationship with the trucking industry
- RV's and users who are frustrated by them are not represented
- Letters of support is all the ag industry have supplied to date
- Justifications for getting \$\$ from municipalities is hard, results are lacking
- Communication of vision is a challenge, big picture is hard to conceptualize and doesn't "look" real
- No action plan for involving citizens.
- Indigenous community representatives invited, but not involved in the Association.

Opportunities:

- Relationship with the Piikani Nation needs to be established; don't appear willing to work with municipalities, a personal relationship may open the door to collaboration.
- P3 opportunities for Hwy 3 Twinning projects ... not likely to happen, private sector sees Twinning as a government responsibility.
- Leverage economic development groups to advocate for systems-based transportation infrastructure
- Toll road might be an option to get funding for construction moving.
- Associations (trucking, ag, feedlots, RV's, etc) might be willing to help fund Association if there is a perceived benefit to them in the future.
- New major industrial agriculture ventures are regionally significant and might raise profile of the highway.
- Connection with tourism industry associations could be helpful.
- Various options for "staffing" other than straight traditional hiring? Contract for specific project(s)

Constraints:

- How does the Association get a medium to long range funding commitment to allow for expanded role / duties?
- How to administer the organization needs to be addressed?
- What is administrative role? What is Board's role? Who has authority / responsibility?
- Piikani Nation - how to build a relationship that can get them involved?
- City of Lethbridge has limited interest unless the spending more money if there isn't a lot more results.
- Alternative; could the Regional Economic Development authority could be expanded to include Hwy 3 Twinning or would the message could be lost in the ED "mix"?
- Need options for the next phase of professional involvement in the organization.
- What future trends; i.e. transition to electric vehicles, charging stations, autonomous vehicles, etc., need to be included in the strategic planning mix?



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Taber Municipal Police Commission Report to Council	
Recommendation:	That Council accepts the Taber Municipal Police Commission Report for information.
Background:	The most recent Taber Municipal Police Commission Report is supplied for Council information. 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 fellow Council members that are acting members on the Taber Municipal Police Commission. Placing the communication on Council's agenda allows these opportunities.
Legislation / Authority:	MGA, Section 207(c), Taber Municipal Police Commission Policy Manual.
Strategic Plan Alignment:	Family/Community: Maintain a locally based police force, and look for ways to make it more financial sustainable.
Financial Implication:	N/A
Service Level / Staff Resource Implication:	The service level will remain status quo.
Justification:	Council has requested to be kept informed of Taber Municipal Police Commission happenings.
Alternative:	Council could seek clarification on any of the matters from Administration or fellow Committee Members.



Attachment(s):	Report
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APPROVALS:	
Originated By:	Raeanne Keer
Chief Administrative Officer (CAO) or Designate:	

Taber Municipal Police Commission Report

September 2018

The report is broken into our three functions of police, dispatch and the Community Standards Unit, followed by a section on budget, police complaints, crime analyses, etc., strategic planning, and other. In each of these functions there is information for you. Some of the slots may be empty, but next month perhaps not.

Police

Community Involvement:

- Nothing to report this month.

Training:

- Taber Police officers underwent firearm qualification training this month.
- Taber Police officers undertook annual sock-round qualifications provided by Lethbridge Police Service.

Equipment:

- Our capital replacement purchase of our CCTV system is completed and operational and on budget.
- We are working through the issues related to our fire detection system as identified by our Master Electrician. These discussions are ongoing and will most likely affect our capital budget for 2019.

Operational:

Policy:

- Sr. Cst. Gyepesi as the executive officer continues to work through operational policy revisions and changes as they come from time to time.

Communications/911

Equipment:

- Phone system upgrades are still underway.

Personnel:

- We have posted a casual communications operator position as one of our casuals has taken a maternity leave position at another employer. This means that we need more coverage for our vacant shifts and needed to ensure we have this in place.

Training:

Operational:

Strategic Plan

No Update to business plan provided at this meeting.

Community Standards Unit

Please see attached reports; Crime Trend Analysis/Chairs Report/Benchmarking

CHAIR'S REPORT				
SEPTEMBER	TOTAL 2018 YTD	Comparison 2017 YTD	% Difference	Comparison 2017 Dec 31
TRAFFIC				
- Impaired Operation/Related Offences	42	38	11%	47
- Dangerous Operation of Motor Vehicle	2	2	0%	6
- Traffic collisions	119	90	32%	137
- Other criminal code	1	3	-67%	5
- Provincial Traffic Offences	1424	1601	-11%	2134
LIQUOR ACT	110	103	7%	121
OTHER CRIMINAL CODE				
- Other criminal code	202	143	41%	209
- Offensive weapons	10	11	-9%	13
- Corruption (Public Mischief)	8	5	60%	6
DRUG ENFORCEMENT				
- Trafficking	9	3	200%	6
- Possession	45	11	309%	17
- Other	12	7	71%	10
CRIMES AGAINST A PERSON				
- Sexual offences	8	8	0%	12
- Robbery/Extortion/Harassment/Threats	93	66	41%	92
- Offences - Death Related or Endangering Life	0	0	0%	0
- Kidnapping/Hostage/Abduction	1	3	-67%	3
- Assaults	79	74	7%	93
CRIMES AGAINST PROPERTY				
- Theft under \$5000	121	138	-12%	214
- Theft over \$5000	20	18	11%	30
- Possession of Stolen Goods	14	21	-33%	32
- Fraud	30	37	-19%	48
- Break and Enter	19	42	-55%	47
- Arson	1	1	0%	2
- Mischief	104	97	7%	122
BYLAW				
- Traffic	37	28	32%	39
- Other (non-traffic calls)	411	428	-4%	530

Analyses: The crime trends are in keeping with normal trends and in keeping with previously stated analyses.

911 Report

911 Communications: (September 2018) Line 1 now includes line 2.

NFPA Standards require that ninety-five percent of alarms received on emergency lines shall be answered within 15 seconds, and 99 percent of alarms shall be answered within 40 seconds.

	Sep-18	Total Call Answered	Answered within 15 sec		Answered Within 40 Sec		Answered After 40 Sec		Total Abandoned Calls
			Calls	%	Calls	%	Calls	%	
Taber Police Service		268	266	99.3	268	100	0	0	47
*average answer time is 4.7 seconds									
Type of calls	% of calls								
Residential (landline)	7.8%								
Business (landline)	14.9%								
Wireless	74.3%								
Non 9-1-1 (transfers)	1.9%								
Payphone	1.1%								

Police Complaints

Monthly Allegations By Allegation - September 2018

Allegation	Month	YTD 2018	YTD 2017	% change
Breach: a(i) Divulge Confidential Information	0	1	0	100%
Corrupt Practice: c(iii) Engage in Inappropriate Contract	0	0	1	-100%
Deceit: d(i) Utter/Sign False Statement (Willful or Negligent) in an Official Document/Record	0	2	0	200%
Deceit: d(ii) Willful or Negligent False Statement Re: Official Duties	0	2	0	200%
Deceit: d(iii) (A) Destroy/Conceal Records w. no lawful excuse	0	1	0	100%
Deceit: d(iii) (B) Alter or Erase Records w. no lawful excuse	0	1	0	100%
Discreditable: e(i) (A) Contravene Act Parliament	0	1	0	100%
Discreditable: e(i) (B) Contravene Act Legislature AB	0	0	0	0%
Discreditable: e(vii) Differentially Apply Law	0	1	0	100%

Discreditable: e(viii) Discredit the Reputation of the Service	0	0	1	-100%
Insubordination: g(ii) Breach Policy/Order/Directive	0	1	1	0%
Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty	0	5	2	150%
UUEA: i(i) Unlawful/Unnecessary Exercise of Authority	0	2	0	200%

Report date range criteria: Incidents received between 2018/09/01 and 2018/09/30

Report count criteria: By allegations linked to incidents.

Report name: Monthly allegation tally

Report run on: Oct 09, 2018 at 09:35 by Chief Graham Abela



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Department Reports	
Recommendation:	That Council accepts the Department Reports for information.
Background:	The Department Reports are supplied for Council information. 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, fellow Committee Members 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.
Legislation / Authority:	MGA, Section 207(c)
Strategic Plan Alignment:	Governance: Make the Town of Taber an employer of choice, where employees are self-assured, valued, respected and viewed as the corporation's strongest assets.
Financial Implication:	N/A
Service Level / Staff Resource Implication:	The service level will remain status quo.
Justification:	To keep Council informed of departmental happenings.
Alternative:	Council could seek clarification on any of the matters from Administration or fellow Committee Members.





Attachment(s):	Planning Department Report Fire Department Report Human Resource October 2018 Activity Report October Utilities Department Report Engineering & Public Works Department Report Nov 2018 Finance Activity Report Administrative Services Activity Report Recreation Activity Report CAO Activity Report
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APPROVALS:	
Originated By:	Raeanne Keer
Chief Administrative Officer (CAO) or Designate:	



ACTIVITY REPORT

Planning & Economic Development Department

Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p data-bbox="302 888 516 1037">Develop Community & Promote Growth</p>	<ul style="list-style-type: none"> • Revised Subdivision on 40th Avenue for creation of 5 new lots rather than 5 – take to Subdivision Authority for approval. • Working to get all items removed from Town lands that were part of Land Swap with SouthAlta. • Continued work on regional Economic Development Strategy project in partnership with MD of Taber and Town of Vauxhall – presented to Vauxhall Council. • Continued work on Eureka Area Structure Plan • Continue visioning project with B&A Associates for 60 acres Town residential land, took Concept forward to Council for endorsement • Continue work with Lethbridge Community College to discuss setting up Community Advisory Council – team is in place first meeting in December. • Working on Land Use Bylaw amendments relating to MGA changes • Working on potential land sales in Eureka industrial park. • Continued work with regional partners on “Taber-Lethbridge” food corridor marketing concept. • Lease complete on 60 acre parcel. Working with leaseholder to clear out tenants (residential and industrial). Working with PW to prepare the site for winter and ensure erosion and sediment control. Preparing to clear site. • Met with Southgrow to discuss Protein Alliance Conference in Calgary in 2019 and options for marketing Lethbridge/Taber corridor. • Finalized Prairie Lakes Phase 4 Development Agreement requirements. Working on endorsement of subdivision and CCC of undergrounds. • Dealt with inquiries at the Planning Counter relating to cannabis retail.
 <p data-bbox="253 1566 565 1715">Improve Internal & External Communications</p>	<ul style="list-style-type: none"> • Annexation Open Houses were held. • Working with impacted landowners to try to resolve concerns relating to annexation proposal.



**Define &
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Good
Governance**

- Working on revisions to Land Use Bylaw to reflect amendments and general required updates. Will require consultation with stakeholders.
- Sent out Enforcement letters to deal with some ongoing complaint issues. Working through the process relating to temporary structures.
- Road closure process underway for Eureka subdivision to reflect storm ponds and road allowances in place
- Monthly MPC meeting held.
- Working on 2019 – 2021 budget.
- Fire and Business Licence drives – to ensure licensing and inspection processes adherence.



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Community**

- Continue Working with Taber and District Housing, the Municipal District of Taber, and Alberta Rural Development Network on Housing Needs Assessment. Studies complete and will bring forward to Council.
- 2018 Pheasant Festival activities were successful.

ACTIVITY REPORT

DEPARTMENT: **FIRE DEPARTMENT**

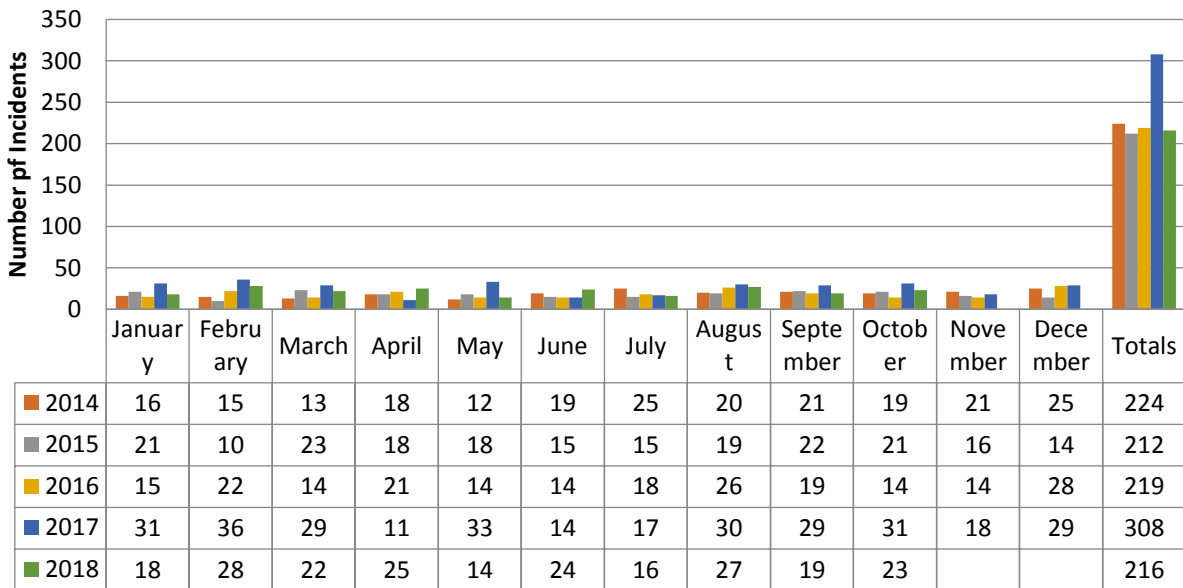
Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Develop Community & Promote Growth</p>	<ul style="list-style-type: none"> • Fire Chief Working with the Alberta fire chiefs Association to build a common training program within the province started in 2016-2019. • Approximately 16 members attend the Alberta Fire Training Conference in Lethbridge for a variety of training topics. • 2 firefighters attend CP Rail sponsored course – Crude by Rail in Pueblo, Colorado USA. • Conducted 10 inspections, including 6 schools.
 <p>Improve Internal & External Communications</p>	<ul style="list-style-type: none"> • Hosted a NFPA 1521 Incident Safety Officer Course – 2 members from Taber attended with officers from Lethbridge, Coaldale, Crowsnest Pass, Cypress County, County of 40 Mile and Vulcan County. • Final Exams for 6 members 1002 Aerial Device Training
 <p>Define & Practice Good Governance</p>	<ul style="list-style-type: none"> • 314 hours of firefighter training • 313 hours volunteer service • Held Probationary Firefighter Orientation Weekend 2 Successful Applicants continuing.



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of
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- Visited 5 Schools for Fire Prevention Week approx.. 750 Students
- Visited 2 Pre-K Classes introducing Tools or Toys
- Fire Prevention Presentation to Parent Preschool Program
- Hosted Fire Prevention Week Open House – Approximately 150-200 attendees including a representative from The Alberta Office of the Fire Commissioner.
- Hosted hall tour for Taber Venture Club
- Attended Poppy Ceremony at the Administration Building
- 3 members attended Community Halloween Party with Sparky.

Comparison by Year by Month with Totals 2013 - 2018






Year to date last year; 270 calls **Total Calls for October: 23** Year to date this year; 216 calls


Structure Fire – 1	Public Assist – 6	MVC – 1
Rubbish/Grass Fire – 1	Hazmat – 1	Alarm Call – 7
MFR – 5	Mutual Aid – 0	Vehicle Fire – 1



ACTIVITY REPORT – October 2018

DEPARTMENT: **Human Resource**


Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Develop Community & Promote Growth</p>	<ul style="list-style-type: none"> • Hired IT Practicum Student • Advertising for Lifeguard •
 <p>Improve Internal & External Communications</p>	<ul style="list-style-type: none"> • Overseeing implementation of new e-Compliance health and safety software; entering Hazard Assessments for PW & Utilities department and reviewing with each employee. • Reviewed and edited the Management Personnel Employment and Benefit Terms with CAO.
 <p>Define & Practice Good Governance</p>	<ul style="list-style-type: none"> • Creating new Anti-Workplace Violence Policy to make ToT compliant with OHS June 1, 2018 changes. Set to be reviewed by Harassment Committee. • Summer Grant funding for the Summer Student Program has been processed and approved by the Federal government for \$18,230K. • Conducted annual Certificate of Recognition (COR) safety audit for all Town of Taber facilities. • Reviewed and prepared HR and Health & Safety budget.

 <p>Enhance Sense of Community</p>	<ul style="list-style-type: none">

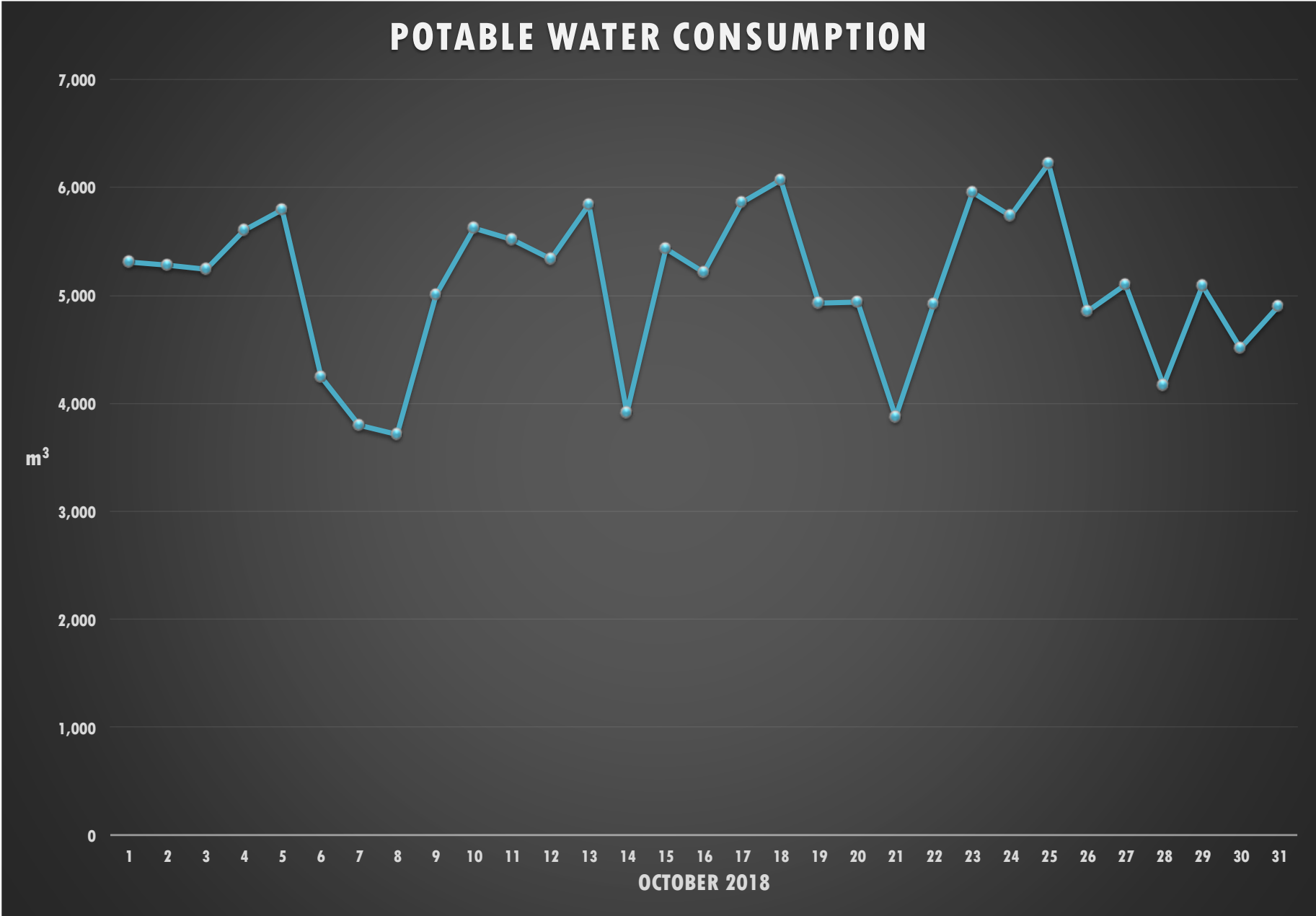


ACTIVITY REPORT

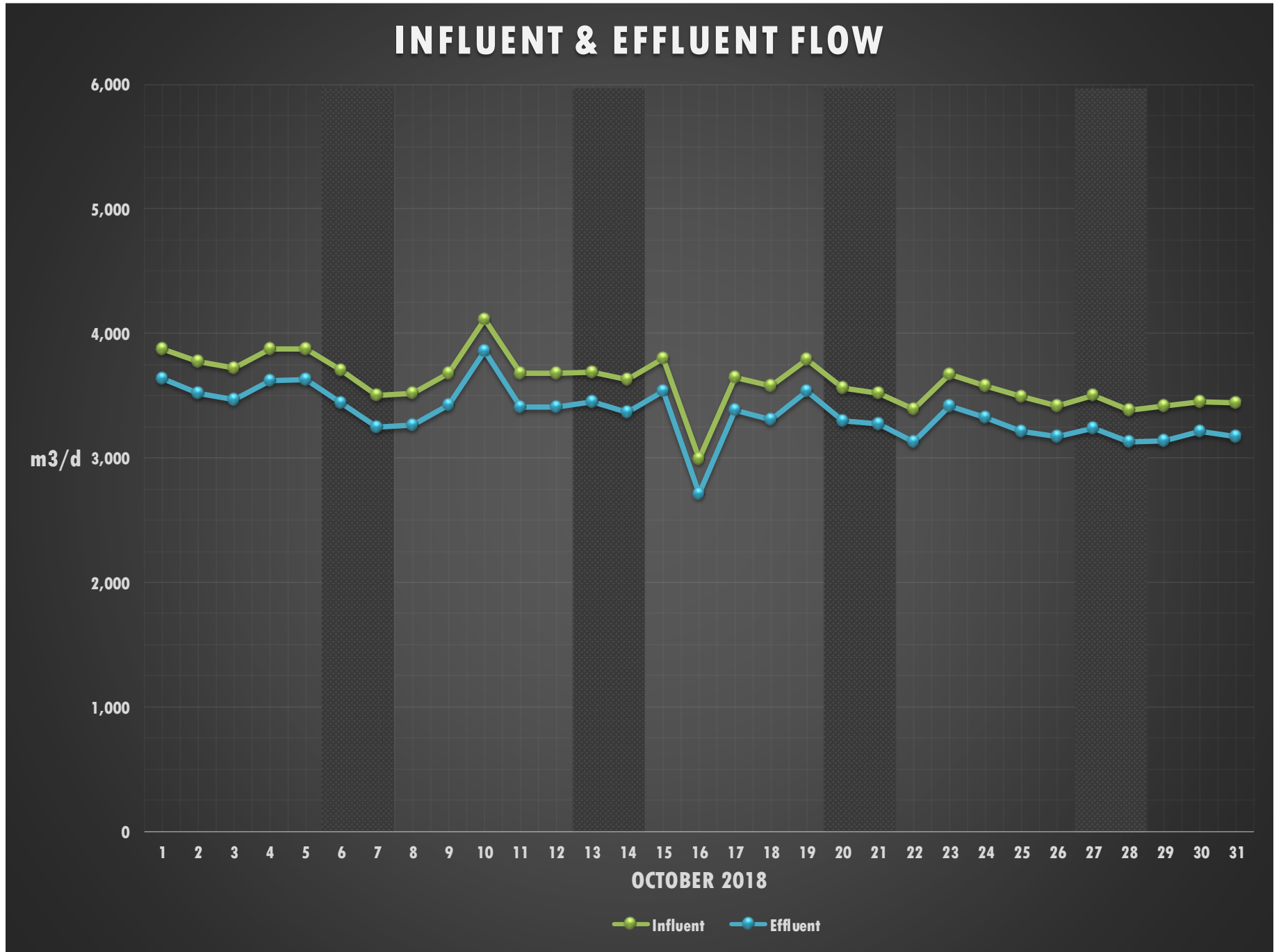
DEPARTMENT: Water & Wastewater Services

Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p data-bbox="191 741 407 898">Enhance Sense of Community</p>	<ul data-bbox="545 474 1187 615" style="list-style-type: none">• Performed confined space• Switched to Chin for water source• Tarpon repaired WTP basement sump pumps• Semi-annual maintenance

October 2018 | Potable Water Consumption





October 2018 | WWTP Influent & Effluent Flow





ACTIVITY REPORT

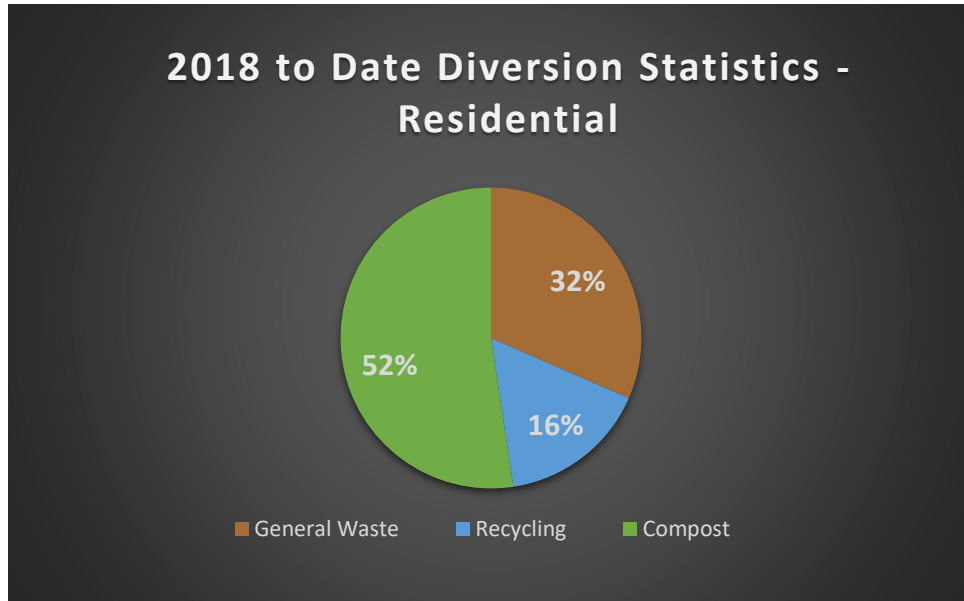
DEPARTMENT: Engineering & Public Works

Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Define & Practice Good Governance</p>	<ul style="list-style-type: none"> • Developing an infrastructure assessment map (roads and sidewalks) • Finalizing the operating budget for the years (2019,2020, 2021) • Concluding the 5-year Capital projects budget.
 <p>Enhance Sense of Community</p>	<p>Capital Projects for 2018</p> <ul style="list-style-type: none"> ➤ Aerated Lagoons 100% Complete ➤ 2018 Street improvements is 100% complete ➤ North pump station tender was over budget to be reviewed by administration and Council to deliberate the project in the 2019 capital budget. ➤ BNR plant sludge removal process upgrade is at 40% complete to be carried over to 2019 due to the long build time of the centrifuge. ➤ HWY 3 & HWY 864 intersection traffic lights is complete, some problems with programing to CP rail crossing. ➤ SCADA system upgrades is 80% complete, project to be completed by the end of 2018. ➤ East Industrial storm pond (Wetlands) project has received funding from ACRP, waiting on additional funding from CIPI to be announced in November 2018. ➤ Water meter replacement program is 90% complete, all residential homes are now on the new water meter system this items cost will be reduced in the 2019 capital budget. ➤ Engineering for 56th Avenue to HWY 864 85% complete. ➤ Council Chambers complete. ➤ Phase 2 of Arena upgrades, concrete ramp 75% complete, electrical upgrade in the civic center 80 % complete. ➤ Painting of arena and civic center complex 70% completed. <p>Equipment Purchases for 2018</p> <ul style="list-style-type: none"> ➤ Front end loader complete. ➤ Half ton truck crew cab complete. ➤ Garbage truck for residential use complete. ➤ Pressure washer complete. ➤ Commercial waste & recycling bins complete.

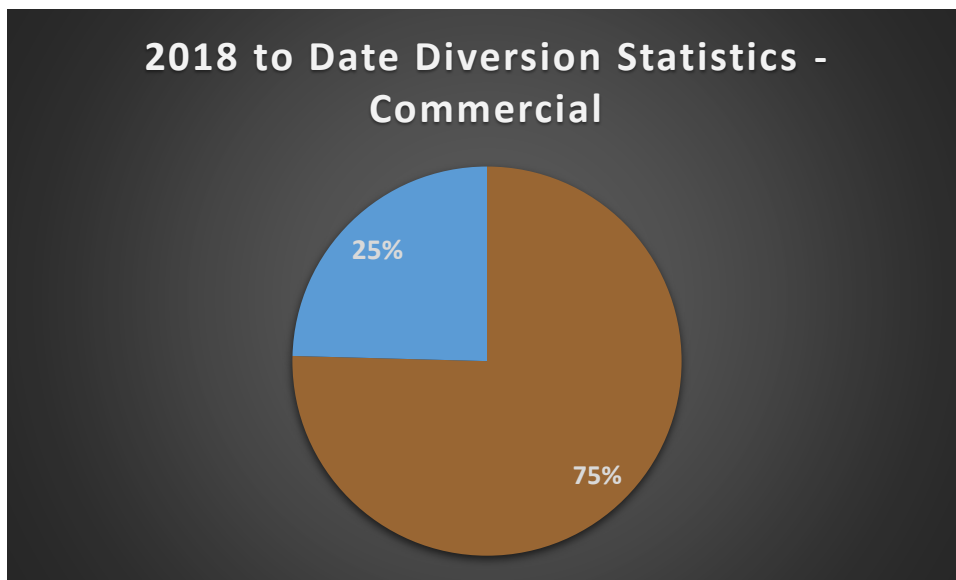
Day to Day Operations

- Dug graves and filled graves
- Placed snow fencing around Town getting ready for winter
- Replaced a culvert on 53rd street
- Completed inspections for Planning
- Performed video inspection for proper flow
- Cleaned and mowed ditches to prevent flooding.
- Graded industrial roads
- Place markers along walking path to identify the pathway during snow event
- Staff went to Volker to get Certified on their loader for loading sand
- Flushed sewer pipelines to keep debris and lard from building up in the pipelines
- Sanding during and after snow event
- Checked Sanitary sewer manholes to prevent backups
- Daily visits to 5 lift stations around Town
- Held a monthly safety meeting on November 08 2018.
- Completed Formal Inspections of Buildings & Yard.
- Put up Christmas street lights & Communities In Bloom Christmas Displays
- Placed, replaced and fixed signs.
- Locates for Alberta First Call to Locate Water and Sewer lines
- Hydrant Flushing
- Installed new T-Bar ceiling and LED lights in grey room and new flooring will be going in December 3rd.
- Furnace inspections of all Town buildings and facilities ongoing.
- Installed new dishwasher and ice machine in Curling Club.
- Installed temporary electrical post in Confederation Park for Christmas lights.
- Emergency generator for the administration building is here and will be installed in the next week.
- Extended wall in lobby by Bodymasters to eliminate safety hazard,
- Removed wood panelling in Bodymasters and installed new drywall and will be painting soon.
- Regular ongoing maintenance of Town buildings and facilities.
- Collection of all residential automated cart waste.
- Collection of all commercial/industrial/multi-family waste.
- Coordinated collection of compost and recycling residential and commercial.
- Painting out old commercial waste bins for new decals to be switched out with old downtown bins, and disposing of deteriorated bins.
- Metal pile at Transfer Station is being recycled and hauled out.
- Asphalt & concrete recycling is being completed for Town road repair use.
- Ag chemical container cage being emptied and recycled.

***Total tonnes for residential garbage, recycling and organics is attached for Council's review.**



***Total tonnes for commercial garbage & recycling is attached for Council's review (Organics is not calculated monthly at this time as it goes through the residential system and to our compost pile at the Transfer Station, which is not weighed)**







Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Develop Community & Promote Growth</p>	
 <p>Improve Internal & External Communications</p>	<ul style="list-style-type: none"> •Build new internal team website (Intranet) SharePoint Upgrade •Set up a test environment for Agenda Software.
 <p>Define & Practice Good Governance</p>	<ul style="list-style-type: none"> •Daily Financial Activities •Updated budget documents (Capital and Operating) •Interim Audit by KPMG •IT System Analyst attended the AEAA IT meeting in Edmonton. •IT Manager attended the AACP ICT Meeting in Calgary. •Procurement <ul style="list-style-type: none"> - Assetfinda – Data Validation Project - Procurement Policy Review/Revise – Align with Rural Municipalities Association (RMA) and New West Partnership Trade Agreement (NWPTA) - Develop Vendor Evaluation Program - Tender for Auditorium Renovations - RFP for Banking Services



Enhance
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ACTIVITY REPORT

DEPARTMENT: Administrative Services



Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Develop Community & Promote Growth</p>	<ul style="list-style-type: none"> • Attended to the management of the Taber Pro Rodeo, Curling Club, Parkside Manor, and the Arena Concession leases • Provided grant information to community groups • Attended multiple budget discussion meetings
 <p>Improve Internal & External Communications</p>	<ul style="list-style-type: none"> • Held weekly meetings with Administrative Services staff to receive updates, assign tasks, and check in. • Liaised with the facility maintenance team to discuss lessee opportunities and updates • Reviewed and created various contracts/agreements, meeting and discussing with lessees and potential agreement parties • Attended the monthly Administration Building Health and Safety meeting • Attended the Director's meeting • Arranged and confirmed event attendance for Council
 <p>Define & Practice Good Governance</p>	<ul style="list-style-type: none"> • Preparations for Council meetings, Management meetings, CUPE Management Meetings, Police Commission Meeting • Agenda system upgrade specifics and formulations • Kept updated on eCompliance program for Health and Safety • Continued to reviewed Cemetery Software RFP submissions • Continued to investigate the vision and preparations for the Council and Administration retreat as directed by Council
 <p>Enhance Sense of Community</p>	<ul style="list-style-type: none"> • Discussions regarding various lessees and licensees, maintenance agreements • Completed Commissioner for Oaths duties



ACTIVITY REPORT

DEPARTMENT: Administrative Services

(Communications and Projects Coordinator)

Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p data-bbox="302 726 514 877">Develop Community & Promote Growth</p>	<ul data-bbox="643 464 899 491" style="list-style-type: none"> • None at this time
 <p data-bbox="253 1308 565 1459">Improve Internal & External Communications</p>	<ul data-bbox="643 926 1479 1635" style="list-style-type: none"> • Submitted a number of Taber Times ads • Released November Corn Husk Chronicles • Continuing upkeep with new website • Continuing regular upkeep with eCompliance • Actively increased engagement on our social media platforms by posting current events, upcoming programming, new projects, etc. • Responded to public's questions and concerns on social media • Trained backup staff member on social media • Assisted media and news outlets by fielding questions and scheduling interviews • Published media releases where necessary • Assisted departments with messaging for large projects (community events, notices, etc) • Assisted Council with requests for speeches and/or speaking notes for event attendance • Scheduled communications training from Lethbridge College for the Town • Assisting with the Coffee with Council strategic initiative



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- Continued upkeep with our Employee Recognition Program
- Assisted CAO with the planning of employee health event and fundraiser for Health Foundation (Walk a While in Her Shoes)
- Attended Municipal Communicators Conference



**Enhance
Sense
of
Community**

- None at this time







ACTIVITY REPORT
Taber Memorial Gardens

Statistics Provided from October 16th to November 15th, 2018	
SERVICE PROVIDED	STATISTICS
Burials	5
Pre-Planning Purchases	5
Columbarium Transactions	0
Monument Permits	3
Disinter/Reinter	0
Transfer of Burial Rights	0
Public Concerns	3
Graves Searches from the Public	1
Graves Searches from Monument Companies	2
Inquiries from other Municipalities	0

ACTIVITY REPORT November 2018

DEPARTMENT: Recreation


Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Develop Community & Promote Growth</p>	<ul style="list-style-type: none"> • Completed Gray room led light upgrade • Assisting with grants for Playground upgrade in Confederation Park.
 <p>Improve Internal & External Communications</p>	<ul style="list-style-type: none"> • Working with user groups and continue working on LED Signage messaging • Continue to work with stakeholders regarding arena bookings for the season • Continue to work with stakeholders regarding the sports field bookings and wrapping up the season • Development of Aquafun senior staff meetings 1/month in which all senior staff attend to be proactive in problem solving and promote good communication • Reviewed and adapted communication book for staff • Worked with stakeholders for arena ice bookings. • Attended the Advanced EOC training in Lethbridge • Worked with staff on strategic planning session
 <p>Define & Practice Good Governance</p>	<ul style="list-style-type: none"> • Staff met for the Strategic Planning session for recreation on November 6th • Staff members has joined the Intelli-Leisure User Group and will have its first meeting in Calgary on November 22nd • Staff are currently enrolled in numerous professional development courses and training courses • Continue to work with and update eCompliance Health and Safety software • First Aid Recertification Course scheduled for Nov 29 to keep Town of Taber staff certifications current • Worked with contractor on urban forest program. • Continue to work with and update eCompliance • Worked on Recreation Budget. • Completed Formal inspections.

	<ul style="list-style-type: none"> • Attended the ARPA (Alberta Recreation and Parks Association) Conference in October • Continued to hold monthly safety meetings with staff.
 <p data-bbox="289 1150 505 1304">Enhance Sense of Community</p>	<ul style="list-style-type: none"> • Continue to hold monthly safety meetings with staff and have developed the additional H&S committee (Joint Worksite Health and Safety Committee) as required at the Aquafun Centre • Planning and preparing for a major recreation software upgrade to take place on December 5th • Completed formal inspections as required • Free Walkabout programming has begun to take place at the Large Ice concourse • Preparing for the Winter 2018 Swim Lesson Registration to take place December 15 • Continuing to work with communications on promotion of various events/programming offered by our department • Working with Building Maintenance on Arena Upgrade Project currently underway • Working on the planning of the Auditorium upgrade Project to take place Jan-March of 2019 • Park facilities winter checks continue • Held a Midnight Madness Swim November 16th from 7:00-10:00, sponsored by Prairie Side Equipment • Held a “Dive In Movie” at the Aquafun Centre on November 17th that was very well attended (140+ patron) • Community Halloween party was a success as it was well staffed with volunteers and well attended by the community • The Aquafun Centre will be hosting a Kayak pool Instructor course in cooperation with Alberta Whitewater Association on November 24th • In collaboration with Alberta Whitewater Association, the Aquafun Centre will have 18 kayaks available for programming and drop in use from November 24 – December 15. Drop in dates have been added to the December Swim Schedule and an information package was sent out to all schools. 3 schools are currently booked with 3 more indicating they will be booking once they have dates confirmed • Worked on Sports field for Football season • Hosted the Annual Halloween party • Completed Formal inspections. • Closed down the Trout Pond for the winter. • Continued with parks maintenance. • Small Ice Installed and running in October. • Spray park washrooms closed October 5th • Continued to work and assist events hosted in the Auditorium.

	<ul style="list-style-type: none">• Worked with engineering firm to finalize Auditorium upgrade.• Worked with stakeholders on Arena Ramp renovations.• Completed fall wrap up with Communities in Bloom
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ACTIVITY REPORT November 2018

DEPARTMENT: CAO

Strategic Plan Alignment (Goals)	Associated Projects & Tasks
 <p>Develop Community & Promote Growth</p>	<ul style="list-style-type: none"> • Met with TELUS to finalize contract documents for the deployment of new data signal providers in the Arena, Curling Rink and Community Centre. • Short listed candidates for the Recreation Director position and crafted interview questions. • Speaking with Benchmark Assessments regarding what their proposed equalized assessment is for the Province of Alberta and how that may translate into a tax rate for the town of Taber in 2019. • Attended to the Police Act Review round table discussion session one. • Working with Lethbridge College setting up the Taber chapter of the Lethbridge College Community Advisory Committee. • Continuing dialog with CP Rail and now Frito-Lay (who is the license holder of the abandoned line) regarding the abandoned rail spur over 50th avenue which would be a benefit to traffic conveyance and road maintenance if the tracks were removed. • Working with the Administrative Services Department to complete an application form for Councilor Brewin to join the ALERT Community Advisory Council. • Attended to a presentation hosted by the MD where a gentlemen from the Municipal Government Board provided and overview on the annexation process for interested senior administration and Councilors. • Met with the Communication Coordinator on a project structure to take a department specific approach to social media and advertising notices for advertising of municipal services.




Improve Internal & External Communications

- Attended the APEGA Lethbridge Branch Provincial Presidents Dinner in the evening of November 14th.
- Met with CUPE to work towards finalizing numbers for 2018 retro-pay to in-scope members.
- Coordinated internally (PW Department and MPE) and externally (MD and Barnwell) on technical information related to the raw water supply meeting to be held with Barnwell and the MD early in January 2018.
- Continuing to work with the Province and U of L on a relationship related to the University of Lethbridge's Agricultural Enterprise Management Program and how the Taber region may play a part in this program's success.
- Met with the Recreation Department related to a strategic planning effort.
- Met with the Director of Finance and HR Manager on the interpretation of aspects of the Management Contract.
- Worked with the Highway Three Development Association related to finalizing details for the Town of Taber to receive funding cheques from participating municipalities over the next couple of months.
- Met with the Administrative Services Manager with regard to hiring a facilitator for the Admin/Council retreat.
- Working with TID and the Public Works Department to contribute to a presentation for the Alberta Irrigation Districts Association conference addressing regional collaboration between the MD, TID and Town.
- Attended the Small Business Week Breakfast and presentations



Define & Practice Good Governance

- Participated in the internal health and safety audit.
- Met with the HR Director and Recreation Manager about the reporting structure for the Community Centre/Parks/Arena staff and how this could be augmented to be more effective.
- Researched logical realignment changes to the entire management structure based on Best Management Practices.
- Spent a considerable amount of time on the 2019, 2020 and 2021 draft operating budget finalization, and on the draft 2019, 2020, 2021, 2022, 2023 capital budget.
- Worked with the Finance Department and KPMG (Taber's external auditors) on issues of 1) capitalizing land values subsequent to the land swap with South Alta and 2) the matter of ownership of the TEA Building.
- Reviewed the contents of the Alberta Emergency Management Framework Review Report which is leading up to the Emergency Management Amendment Act, 2018 which received third reading November 1, 2018.

	<ul style="list-style-type: none"> • Continuing efforts towards getting a program started to put GPS tracking devices in all town vehicles/equipment over the next 4-5 years. • Reviewing the contents of Bill 23: An Act to Renew Local Democracy in Alberta which was tabled in the Legislature November 5th 2018. • Met with senior staff regarding the approach to reporting on the Strategic Initiatives in the Strategic Plan.
 <p data-bbox="289 814 506 970">Enhance Sense of Community</p>	<ul style="list-style-type: none"> • Worked with Recreation Department staff on customer relations matters. • Attended an employee engagement event where through the sale of town logo embossed jackets, money was raised for the Taber and District Health Foundation • Attended an EOC strategy meeting with the Deputy DEM and Planning Section Chief to discuss the approach to the emergency social service requirements of Taber's EOC and if we have people in the roles best suited to their strengths. • Looking into award possibilities which the town and ACA could jointly pursue for the Taber Pheasant Festival. • Met with the CAO of the Taber and District Housing Foundation and the Chief of Police regarding approaches to compliance with legalization of recreational cannabis. • Attended the St. Patrick's school Blessing ceremony.



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Mayor and Councillor Reports (Verbal)	
Recommendation:	That Council accepts the Mayor and Councillor Reports for information.
Background:	Updates are provided verbally to inform Council of individual elected official activity. This could come in the form of meeting attendance to Council's Boards, Commissions, Committees, ad hoc organizations or meetings intended to strengthen municipal reputation and visibility.
Legislation / Authority:	MGA, Section 207(c)
Strategic Plan Alignment:	Governance: Build partnerships with other governments and organizations where synergies may exist.
Financial Implication:	N/A
Service Level / Staff Resource Implication:	The service level will remain status quo.
Justification:	To keep all of Council informed of elected official activity.
Alternative:	Council could seek clarification on any of the matters.



Attachment(s):	None.
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APPROVALS:	
Originated By:	Raeanne Keer
Chief Administrative Officer (CAO) or Designate:	



Council Request for Decision	
Meeting Date: November 26, 2018	
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:	<p>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.</p> <p>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 Councillors 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.</p> <p>The intention of this RFD is for items to be brought forward from the floor at the meeting.</p>
Legislation / Authority:	MGA Section 153 (General Duties of Councillors), Section 154 (General Duties of Chief Elected Official, Section 180 (Methods in Which Council May Act); Section 249 (Civil Liability of Councillors)
Strategic Plan Alignment:	Goal: Make the Town of Taber an employer of choice, where employees are self-assured, valued, respected and viewed as the corporation's strongest asset.
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
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APPROVALS:	
Originated By:	Raeanne Keer
Chief Administrative Officer (CAO) or Designate:	

Council Date	Resolution #	Resolution	Assigned To	Completed?	Request Return To Council? By?
May 14/18	252/2018	MOVED by Councillor Brewin that Council directs Administration to ensure a ten minute response time for all fire and ambulance first responders to residential locations within the Town of Taber by relocating the Emergency management Centre Building to an appropriate location.	Planning/Fire	Completed – RES. 532/2018 passed on November 13, 2018	Not Stated
June 11/18	292/2018	MOVED by Councillor Strojwas that Council directs Administration to start the budgetary process, and investigate a celebration for the 40 th anniversary of the twinning relationship between the Town of Taber and Higashiomi for 2021.	Admin Services	<i>In Progress – Included in proposed Operating Budget</i>	Not Stated
June 25/18	311/2018	MOVED by Councillor Strojwas that Council directs Administration to commit up to \$5,000.00 in sponsorship for the Alberta/Japan Twinning Municipalities Association (A/JTMA) Conference and Annual General Meeting in 2021 in conjunction with the Notogawa Friendship Society from the Council Discretionary Fund.	Admin Services	<i>In Progress</i>	Not Stated
Oct 9/18	483/2018	MOVED by Councillor Tams that Council directs Administration to schedule an open house with the citizens of the Town of Taber to be held the third week of January 2019, to discuss an Emergency Services Building within the Town of Taber.	Planning	<i>In Progress</i>	January 2019
Nov 13/18	562/2018	Moved by Councillor Bekkering that Council directs Administration to investigate the possibility of picking up compost carts during the winter months, November through April, every other week, and picking up recycling weekly, and for administration to investigate the cost savings between the Town and the contractors.	Public Works	<i>In Progress</i>	No Stated

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



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: 2020-2021 Draft Operating Budget	
Recommendation:	That Council accepts the 2020-2021 Draft Operating Budget presentation for information purposes.
Background:	<p>At this meeting the Town of Taber Administration will present the 2nd draft 2020 – 2021 Operating Budget.</p> <p>Tonight’s discussion is being presented based on each department’s anticipated level of service and operational changes identified by the department manager.</p> <p>This current draft operating budget proposal presentation has incorporated the impacts from the previous presentation. Administration has identified all the increases that contributed to the overall deficits in 2020 and 2021.</p> <p>The utility rate model is proposed to be held steady for this next operating budget cycle. The budget proposal has also incorporated a 2% net tax revenue increase.</p> <p>Administration is looking forward to Council’s deliberation on the 2020-2021 Operating Budget.</p>
Legislation / Authority:	Section 242 of the MGA
Strategic Plan Alignment:	Define and Practice good governance
Financial Implication:	Provides the authorization for the municipality to operate in the next fiscal year
Service Level / Staff Resource Implication:	N/A
Justification:	Council must adopt a 3 year rolling budget as per the MGA.



Alternative(s):	That Council requests Administration to provide additional information.
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Attachment(s):	<p>2019-2021 Operating Budget Summary</p> <p>Planning & Development Budget narrative</p> <p>Administrative Services Budget narrative</p> <p>CAO Budget narrative</p> <p>Council Budget narrative</p> <p>Taber Police Services Budget narrative</p> <p>IT Budget narrative</p> <p>PW Budget narrative</p> <p>Utility Budget narrative</p> <p>Fire Budget narrative</p> <p>Recreation Budget narrative</p> <p>Health & Safety Budget narrative</p> <p>Finance Budget narrative</p>
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APPROVALS:	
Originated By:	John Orwa
Chief Administrative Officer (CAO) or Designate:	

Operating Sub-Object Summary - 3Years

Budget Year: 2019-2021

Sub-Object	Approved 2019	2020	2021
Revenues	23,635,618	23,741,073	23,991,401
Fines	502,500	502,500	502,500
Franchise fees	1,820,090	1,739,823	1,777,823
From reserves	1,062,526	790,000	790,000
Government transfers	963,124	961,524	962,743
Investment income	150,000	150,000	150,000
Licenses and permits	245,275	244,619	244,664
Net taxes	9,327,771	9,513,727	9,704,001
Other revenues	144,718	489,827	489,892
Penalties and costs of taxes	175,000	195,000	195,000
Rentals	754,459	785,800	795,189
Sales and user fees	8,466,355	8,344,453	8,355,789
Sales to other governments	23,800	23,800	23,800
Expenses	28,131,547	30,017,865	30,085,807
Amortization	4,495,929	4,740,350	4,740,350
Bank charges and interest	7,400	8,600	8,800
Contracted and general services	4,503,631	5,262,875	4,958,130
Interest on long-term debt	186,230	217,624	190,864
Materials, goods and supplies	3,528,292	3,597,494	3,482,129
Other expenditures	135,001	135,001	135,001
Purchases from other governments	838,128	783,796	783,113
Repayment of long-term debt	838,072	998,903	1,010,858
Salaries, wages and benefits	10,842,103	11,524,958	12,016,731
To reserves	2,198,544	2,198,544	2,198,544
Transfers to local boards and agencies	558,217	549,720	561,287
Net Total	(4,495,929)	(6,276,792)	(6,094,406)
Deficit	0	(1,536,442)	(1,354,056)



What is the Planning and Economic Development Department?

The Planning & Economic Development Department helps to shape the space within which the residents of Taber live, work and play based on contemporary planning principles. The planning component of the department ensures responsible long-term growth by developing long-range planning policy, and through the processing of development, subdivision and building permits applications for business owners, residents and developers. The economic development component strives to build a business community for tomorrow that can continue to mature and benefit the Town of Taber for years to come by providing information regarding the community as well as initiating projects and providing assistance regarding business attraction, retention and expansion.

Business Plan

Mission Statement

As the Planning and Economic Development Department, we endeavor to positively contribute to the Town of Taber by ensuring the development of the community is undertaken in an orderly and responsible nature which reflects community wishes, best management standards, and the direction of the Town Council.

Core Services

Long Range Planning

Long Range planning is the development of strategic policy that guides and informs responsible and orderly growth into the future by considering the sequence of development for the community, future land uses, density of population, and location of transportation and public utilities. This is achieved through the implementation of the Municipal Development Plan, Inter-municipal Development Plan, Growth Strategy, Land Use Bylaw, Area Structure Plans, and Outline Plans.

Development, Subdivision and Re-districting Applications

Development, subdivision and re-districting (rezoning) applications are processed through the department. Development permits are issued for a variety of purposes related to the development of land and include construction, change of occupancy or owners in businesses, portable/permanent signs and home occupation businesses. Sub-division applications are processed most commonly to allow for denser land uses but also for consolidating land in some cases. Re-districting is typically applied for when the desired use for a parcel is something different than what currently exists. The amendment may pertain to a change of the district for a single or multiple parcels, a text amendment that can apply to an entire district, or to a definition within the Land Use Bylaw.

Building Permits

Building permits are a Planning Department function and in almost all cases are linked to a Development Permit. Currently the Town contracts Superior Safety Codes for permitting services in the building, electrical, plumbing and gas safety codes processes. Building permit fees are reflective of construction value.

Economic Development

Economic development is defined by: the process of developing, diversifying and maintaining sustainable economic, social, and political environments; in which balanced growth may be realized, increasing the wealth of the community. The department takes an active role in providing information regarding the community as well as initiating projects and providing assistance regarding business attraction, retention and expansion.



GIS

GIS service is provided to the Town by the Oldman River Regional Services Commission (ORRSC). GIS is a mapping tool that provides locational, zoning, legal description and dimensional data on properties, but it also has landowner information which is updated through ORRSC.

Other Functions

In addition to facilitating and regulating development within the Town, the Planning Department also enforces uses in the LUB. Over the last few years there have been numerous enforcement initiatives including warning letters and stop orders issued for illegal additions, unpermitted decks and buildings, subdivision and development deficiencies, as well as districting violations. Given our dedication to ensuring compliance and the calm and professional manner with which these issues are addressed, we are seeing less of these problems. In addition, in developments where there have been significant deficiency issues, they are being addressed to the department's satisfaction. Letters of compliance are additional requests that are processed through the Planning Department. These letters are typically requested by law firms due to real estate transactions and to establish whether the location and use of improvements on land is compliant with the LUB.



PLANNING AND
ECONOMIC DEVELOPMENT

2019 - 2021

Planning and Development			
Revenues	2019 Approved	2020	2021
Sales and user fees	280,120	280,120	280,120
Licenses and permits	140,000	140,000	140,000
Other revenues	-	-	-
Government transfers	-	-	-
Total Revenues	420,120	420,120	420,120
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	385,550	402,048	411,458
Contracted and general services	250,990	391,690	348,460
Purchases from other governments	1,000	1,000	1,000
Materials, goods and supplies	6,650	7,250	7,500
Transfers to local boards and agencies	30,000	30,000	30,000
Amortization	2,092	2,460	2,460
Other expenditures	60,000	60,000	60,000
Total Expenses	736,282	946,055	907,223
Repayment of long-term debt	-	180,218	185,480
From reserves	- 10,000	- 130,000	- 130,000
To reserves	49,241	49,241	49,241
Total interfund- transfers	39,241	99,459	104,721
Net Budget	- 355,403	- 625,394	- 591,824
Budget Change		- 269,991	33,570
Percentage Change		75.97%	-5.37%

*Note: Amortization Expense to be included in budget but not funded



Budget Change Highlights

Overall Budget Increase	Rationale/ Link to Strategic Plan
Step and CUPE Contract Increases (2019 – 2021)	COLA increase and increases due to CUPE contract settlement.
Costs associated with repayment of long-term debt for development of 60 acres. (2020 - 2021)	Repayment of principle and interest of debenture relating to purchase and development of 60 acre parcel.
Projects included for 2020 and 2021	In 2019 a project budget for Planning was not included in the approved budget. The proposed planning projects reinstated in 2020 and 2021 are in line with previous years.
Contract cost increase for Superior Building Codes 2019 - 2021	In 2018 a new contract was negotiated with Superior Building Codes increasing the fees to 60% from 50% - this was not accounted for in 2018/2019/2020 budgets, these amendments have been made to accurately reflect costs of contract.

Additional funding justification:

In 2020 project proposed are Economic Development Strategy Implementation projects (business retention and investment plan), the Gateway improvement project identified in the strategic plan, and a redevelopment strategy for the vacant railway area.

In 2021 proposed projects include annexation, architectural style guidelines as per the strategic plan, and implementation of the Gateway improvement project (entrance feature signage replacement).



What is Administrative Services?

The Administrative Services department provides Mayor and Council support, CAO and Administrative support, FOIPP Coordination, Advertising, Communication, Special Event Planning, Bylaw and Policy Administration, Facilities Maintenance, Property Management and Cemetery services for Taber and area residents and visitors. Responsibility is shared with the Recreation Department, and the Engineering and Public Works Department for Taber's Memorial Garden Cemetery.

Core Services

Mayor and Council Support

The Administrative Services function provides senior level assistance to the Mayor and Council. This involves a minimum of twenty one regular and special Council meetings, Subdivision Authority meetings, Public Hearing meetings, Taber Municipal Police Commission meetings, Municipal Emergency Management meetings, Subdivision and Development Appeal Board Hearings; preparing agendas and taking official minutes. The function also includes management of the Council committee appointment processes and notifications.

CAO and Administrative Support

The Administrative Services function provides confidential administrative support, assistance and various duties for the Mayor, Council and CAO and, from time to time, senior managers. This function also undertakes the preparation and distribution of all Council, Council Committee, and ad hoc meeting agenda packages for areas where the CAO is responsible, such as notices and legislated meeting advertisements. The department coordinates employee and volunteer recognition events, convention attendance, training and seminars for the CAO and Directors as required.

Freedom of Information and Protection of Privacy (FOIPP) Coordinator

The Freedom of Information and Protection of Privacy Act (FOIPP) is provincial legislation put in place to allow any person the right of access to records and personal information, subject to some exceptions, and to control the manner in which information is collected, utilized, and disclosed. The Administrative Services Manager is the person responsible for managing the coordination of public body's access and privacy responsibilities. This includes answering questions and arranging for access to the public body's records.

Advertising, Communication and Special Event Planning

This office coordinates advertising and promotions on behalf of Council and Administration to provide official notice and to enhance the Town's image to the general public. The Town advertises in the Taber Times every week of the year. Prepares the monthly Cornhusk Chronicles newsletter. Works as a liaison with outside organizations in the planning of events sponsored by the Town, or involving outside organizations such as the MD of Taber, Office of the MLA, Office of



the MP. This office organizes Town events to celebrate volunteers and employees to recognize and make all arrangements for long service awards. Information is posted on the website and all Town-authorized social media platforms to encourage internal and external clients to use it as a primary data source for interaction and discussion, while ensuring that all information on the “Our Government” section of the website is accurate and up to date.

Within this department, the position of Communications and Projects Coordinator proactively spearheads the Town’s social media and web platform, media releases, as well as focusing on Council’s project-based initiatives.

Bylaw and Policy Administration

Prepares and maintains the Town Council’s principal records, notably agendas and minutes. Maintains the bylaws registry and looks after most official documents. Organizes and maintains the comprehensive Town policy and procedure manual, lease agreement database, and oil and gas leasehold database for staff and Council.

Property Management

Through license and lease agreements with other community organizations, Taber & area residents have access to numerous recreation & cultural facilities, programs and events. Among them are the AgriPlex, Museum and Archives, Parkside Manor, Legion Park and Youth Centre, Arts & Crafts facility, Moto-Cross track, Paintball activity area, Curling rink and Golf course, as well as many others. Located within the MD of Taber, the Town owns lands suited to agricultural purposes and grazing cattle. Administrative Services is responsible for administration of 70+ surface leases and pipeline right of way agreements, as well as 34+ facility/building and land leases.

Taber Memorial Gardens Cemetery

Administrative Services operates Taber’s Memorial Garden under the municipal bylaw and manages related records in accordance with the Cemetery Act. Staff assists customers with plot selection, pre-need planning and search request services. In partnership with the Recreation Department, and the Engineering and Public Works Department, staff also coordinates services by funeral homes and monument companies. The Town is required to hold and maintain cemetery records developed over 100+ years, which encompasses 8600+ records.



ADMINISTRATIVE SERVICES

2019 - 2021

Admin Services			
	2019 Approved	2020	2021
Revenues			
Sales and user fees	78,876	66,754	67,549
Licenses and permits	2,675	1,519	1,564
Rentals	192,301	173,530	175,105
Other revenues	59,296	32,442	32,442
Government transfers	-	-	-
Total Revenues	333,148	274,245	276,660
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	681,342	755,966	773,903
Contracted and general services	263,446	267,956	260,269
Purchases from other governments	36,179	36,179	36,179
Materials, goods and supplies	86,772	93,138	93,265
Transfers to local boards and agencies	-	-	-
Interest on long-term debt	12,777	11,671	11,241
Amortization	114,332	110,848	110,848
Other expenditures	-	-	-
Total Expenses	1,194,848	1,275,758	1,285,705
Repayment of long-term debt	38,979	13,231	13,661
From reserves	-	-	-
To reserves	23,307	23,307	23,307
Total interfund- transfers	62,286	36,538	36,968
Net Budget	- 923,986	- 1,038,051	- 1,046,013
Budget Change		- 114,065	- 7,962
Percentage Change		12.34%	0.77%

*Note: Amortization Expense to be included in budget but not funded



Budget Change Highlights

Please see below table for Operating and Capital highlights:

Action Items	Rationale/ Link to Strategic Plan
Operating - Rental Revenue Decrease (2020 going forward).	Transfer of revenue from this budget function to the Fire Department Budget function for lease of the space to AHS.
Operating - Step Increases for Management and CUPE staff (2020 and 2021).	COLA increase and increases due to CUPE contract settlement.
Capital – Cemetery Row K Development (South)	Increase to service level due to the development of additional grave locations to ensure strategic planning growth for the cemetery.

**What is the role of the CAO?**

The Chief Administrative Officer (CAO) is the administrative head of the municipality, and must perform the duties and functions, and exercise the powers assigned to the position by legislation and Council. The CAO ensures that the policies and programs of the municipality are implemented. He or she also advises and informs Council on the operation and affairs of the municipality, thus assisting Council in its policy and decision-making function. As the leader of the organization, the CAO is also responsible for building on a strong team to ensure organizational efficiency and effectiveness.

The CAO's office includes two managerial sections: Administrative Services and Human Resources. For budget narrative purposes, the Administrative Services section is reported separately.

Corporate Business Plan**Mission Statement**

The Chief Administrative Officer follows legislation and Council direction to establish the Town of Taber as an example of municipal government excellence in Alberta.

Core Services***Mayor and Council Support***

The CAO provides senior level advice and assistance to the Mayor and Council. This involves a minimum of twenty one regular and special Council meetings each year. The CAO ensures that Council's direction, established through bylaws and resolutions, are followed. The function also includes management of municipal elections every four years. Finally, the CAO serves as the 'window' through which Council communications, both internally and externally, officially occurs.

Municipal Leadership and Management

The CAO serves as the conduit between Council and administration. As a leader, he or she fosters innovation and excellence in Town employees, and as a manager oversees the Town's operations (5 Departments) and ensures Council direction is followed in a coordinated and systematic manner. This includes adjusting organizational design to ensure alignment between goals and structure.

Secretary to the Taber Municipal Police Commission

The CAO is appointed as Secretary to the Police Commission, thereby creating a link between the independent Taber Municipal Police Commission and Town administration. The CAO works with the Chair of the Commission, the Police Chief and the Administrative Services Section to prepare and distribute the Commission agenda, take minutes, and prepare any required documentation.

Secretary to Subdivision and Development Appeal Board (S/DAB)

The CAO serves as secretary to the Subdivision and Development Appeal Board (S/DAB). In this role he or she accepts subdivision and development appeals on behalf of the S/DAB, organizes public notices for appeal hearings, organizes minute taking, and distributes the Board's decision.



Director of Emergency Management (DEM)

As Director of Emergency Management, the CAO works closely with the Deputy Director, who does much of the day-to-day organization, to help ensure that the Town of Taber is positioned to respond to disasters in the community and can assist other municipalities in the region. There is a great importance to having a municipality that is trained and prepared for a municipal emergency, therefore the emphasis placed on this portion of the CAOs portfolio has been increased in recent years.

Human Resources Section

The Human Resources Section reports directly to the CAO and looks after the hiring, administration and training of Town personnel. The Section plays a key role in negotiating and overseeing multiple collective agreements, which includes a labour management component. This Section also manages the Town's benefits program, and the Health and Safety Officer for the municipality.

Administrative Services Section

This Section also reports directly to the CAO but its function is described in a separate budget narrative.



CHIEF ADMINISTRATIVE OFFICER

2019 - 2021

CAO			
Revenues	2019 Approved	2020	2021
Investment income	-	-	-
Rentals	46,000	50,000	50,000
Other revenues	-	-	-
Total Revenues	46,000	50,000	50,000
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	439,906	568,317	600,395
Contracted and general services	200,874	240,419	253,663
Purchases from other governments	50	50	100
Materials, goods and supplies	87,071	71,871	72,404
Amortization	52,419	70,495	70,495
Total Expenses	780,320	951,152	997,057
From reserves	-	-	-
To reserves	36,400	36,400	36,400
Total interfund- transfers	36,400	36,400	36,400
Net Budget	- 770,720	- 937,552	- 983,457
Budget Change		- 166,832	- 45,905
Percentage Change		21.65%	4.90%



Budget Change Highlights

Please refer to the below for Operating:

Overall Budget Increase	Rationale/ Link to Strategic Plan
Heating Ventilation Air Conditioning (HVAC) and Numerous Exhaust Fans (2020 and 2021)	Life Cycling Related Increases
Cleaning Services (2020 and 2021)	Increase due to recent tender resulting in additional contract cost
Flag Pole (2020)	Council may wish to install another flag pole in front of the Administration Office for dignitary flags as per the Flag Policy
Step Increases for Management and CUPE staff (2020 and 2021)	COLA increase and increases due to CUPE contract settlement
Records Management Clerk (2020 ongoing)	Proposed increase in level of service due to FIOPP and MGA Legislation changes as well as incorporating a contemporary municipal filing protocol
Records Management Software (2020 Capital with licenses ongoing)	Software solution to implement contemporary municipal filing protocol



The Role of Council

Council is the democratically elected body that is charged with providing peace, order and good government in the Town of Taber. Its role and responsibilities, and the manner in which it operates, are outlined in detail in the *Municipal Government Act*. Council must also abide by other Provincial and Federal Government legislation. Council is composed of a Mayor and six Council Members.

Corporate Business Plan

Mission Statement

Council has adopted a vision, value statements, goals and strategic initiatives that provide direction to Council and the municipal corporation.

Council			
Revenues	2019 Approved	2020	2021
Government transfers	-	-	-
Total Revenues	-	-	-
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	201,930	201,930	201,930
Contracted and general services	114,536	117,781	189,675
Materials, goods and supplies	52,748	58,327	62,438
Transfers to local boards and agencies	528,217	435,845	447,412
Interest on long-term debt	34,339	30,526	26,544
Amortization	52,030	52,091	52,091
Other expenditures	75,000	75,000	75,000
Total Expenses	1,058,800	971,500	1,055,090
Repayment of long-term debt	86,416	90,229	94,210
From reserves	-	-	-
To reserves	-	-	-
Total interfund- transfers	86,416	90,229	94,210
Net Budget	- 1,145,216	- 1,061,729	- 1,149,300
Budget Change		83,487	87,571
Percentage Change		-7.29%	8.25%

*Note: Amortization Expense to be included in budget but not funded



Budget Change Highlights

Please refer to the below for Operating highlights:

Action Items	Rationale/ Link to Strategic Plan
2018 – Census: Census was approved by Council in 2018, however due to changes in the Planning Department which undertakes the Census on behalf of Council, it was not completed	Council to consider carrying forward this funding into 2019 to undertake the Census.
2020 – 2021 – Expenses decreased. Transferring the function of Transportation (Handi-Bus).	To be housed under the Public Works budget heading, rather than the Council budget heading. More appropriate location.
2021 – Census: Census is scheduled to take place every 3 years, and therefore budgeted again in 2021.	Council to consider changing the scheduling of this based on their decision regarding the previously scheduled 2018 Census.
2021 – Election: Election is scheduled to take place every 4 years, therefore budgeted in 2021.	Election and associated costs such as advertising.



**Taber Police Service
Budget Narrative
2019-2021**

The following document outlines the Taber Police Service Strategic Plan for 2016 -2021 and incorporates the 2019-2021 three year proposed budget.

By following our strategic plan you will see how our core services are identified. The budget request before you is what the Taber Municipal Police Commission has submitted and requires to ensure that the Town of Taber has adequate and effective policing, as per the Commission and Town's legislated requirement within the Police Act of Alberta.

The Police Commission has not asked for any service level increases within the 2019 budget and we have not had an increase to police staffing levels in the past 9 years. We do anticipate a retirement in 2019 of a long serving police officer and we will work on replacing that officer early in the year as our only access to recruit training starts in January of 2019. In 2021, we are asking for the increase to the strength of the police service by one police officer.

We have been forced to do more with less, and continue to face the ever increasing costs associated with policing in Alberta including absorbing a \$150,000 cut from Council in 2017. Although absorbed in 2017, the impact was great and resulted in the delayed hiring of a police officer and a decreased administrative capacity as the Inspector rank has not been filled.

We have done our part to be fiscally responsible. Our budget is lean and has no contingencies. The amendment required for the 2019 budget is due to several factors. We will see a wage increase due to the negotiated wage increase for CUPE that occurred in late 2018 and the Taber Police Association is also in the midst of negotiations as we write this memo. We have asked for an increase to training to increase our leadership capacity within the police service and keep abreast of current trends in policing, and to be trained for standard field sobriety testing and drug recognition expert training for Cannabis and other Federal Statute changes. The operating amended budget increased by \$40,900.00 in 2019.

We are also requesting four capital purchases that were not anticipated in our previous capital budget submissions. The first is a \$7500.00 replacement of our fire/smoke detectors in our building. The 15 year old system is in need of refurbishing and replacement detectors are antiquated and not readily available. The second request is to increase the size of our generator to allow for more systems to be powered in the event of an electrical failure. The current system is 15 years old and as we have grown technologically, we have had to add more systems to the generator that draw power. Our current system will not be able to handle any added capacity. We also require an emergency escape door from our dispatch center, and the IT Department has requested an IT Virtualization Project for 2019.

Lastly, that the fine revenue that Council anticipated will not be realized in 2018. As a result the 2019 revenue projection should have been reduced accordingly.

I believe that we are fiscally responsible, strategic, and work hard to ensure that every dollar provided to us by our community is spent wisely.

Ken Holst
Chair, Taber Municipal Police Commission

Dr. Graham Abela
Chief of Police

Police			
Revenues	2019 Approved	2020	2021
Sales and user fees	121,733	132,172	133,215
Licenses and permits	-	-	-
Fines	502,500	502,500	502,500
Other revenues	45,000	-	-
Government transfers	552,332	552,832	554,051
Total Revenues	1,221,565	1,187,504	1,189,766
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	3,006,209	3,065,118	3,287,821
Contracted and general services	301,089	304,347	323,135
Purchases from other governments	76,000	76,000	76,000
Materials, goods and supplies	138,100	147,550	146,400
Amortization	190,001	203,894	203,894
Other expenditures	-	-	-
Total Expenses	3,711,399	3,797,909	4,038,250
From reserves	-	-	-
To reserves	115,600	115,600	115,600
Total interfund- transfers	115,600	115,600	115,600
Net Budget	- 2,605,434	- 2,726,005	- 2,964,084
Budget Change		- 120,571	- 238,079
Percentage Change		4.63%	8.73%

Core Services

Policing Services

The Taber Police Service provides a full continuum of policing services to the community of Taber. From the enforcement of disturbances and bylaws, through complex criminal investigation, we are trained and equipped to handle all but the most complex crimes. Where we need assistance, we have the ability of reaching out to our Provincial policing partners. Our policing service includes the Community Standards Unit Program (CSO), the Taber Police Service patrol team, a Community/Admin/Support Sergeant, a School Resources Officer, Executive Officer, jail guards, and a compliment of auxiliary police. The Taber Police Service believes in the principals of community policing that are enshrined in all we do to ensure public safety in our community.

Public Safety Dispatch and Support

The Taber Police Service provides the community of Taber with a Public Safety Answering Point for 911, and dispatch services for our CSO, and police personnel. We provide CPO and Fire Dispatch to the Taber Fire Department, M.D. of Taber, Town of Vauxhall, Village of Barnwell, and the Hamlets of Hays, Enchant, and Grassy Lake. Furthermore, we support Policing Services by working together to ensure effective record keeping, conducting searches of police databases, answering non emergent phone lines, providing front counter service to the public, and administrative support functions.

Community Support

The Taber Police Service is an integral partner to many of the professional services and programs in our community working together to promote community health and safety. The Taber Police Service endeavours to promote and foster a positive relationship between our community and the police. By putting into practice our philosophies of community policing, the members of the Taber Police Service perform community functions that can be considered non-traditional police roles. Some examples of this service include volunteering, sitting on committees, coaching sports, attending community events, spearheading community programs, and helping those who do not have other supports in their lives. Community Assistance is provided by conducting criminal record checks, helping people with passport applications, fingerprint services etc.

Key Strategic Priorities

Community Safety Priorities

There are three areas where community safety is a priority

- Public: the public deserve to feel safe in their homes and in the community.
- Property: people should feel confident that their property is safe and secure from vandalism and theft
- Police: police officers should be well trained and equipped to reasonably respond to threats against their person or those in community who chose to harm others or themselves.

Community Involvement

Crime prevention is a community responsibility and relationships need to exist to ensure community safety.

Partnerships with others in law enforcement

The community of Taber is subject to crime pressures similarly faced by other communities in southern, Alberta. Law enforcement must work collaboratively to deal with the ever increasing demands on police resources and where possible, utilize specialized policing units to accomplish community safety

Communication: both internal and external to the organization

To ensure community safety, resources must be available to police. The Taber Municipal Police Commission governs the Taber Police Service and must be informed of the activities of the police service, trends occurring in the community, and given a report card of policing efficacy. Monthly reports to Commission, and I turn through Commission to Council are integral in maintaining communication.

Community Collaboration Priorities

Partnerships with professional organizations ie: probation, Victims Services, TCAPS/TCAD, and Fire Departments must be reviewed and analyzed to ensure they are working.

School Resource Officer Program needs to be maintained or strengthened.

Law Enforcement/Police Partnerships should be examined where we can leverage opportunities to bring about new activities to make policing service more sustainable.

Cultural groups need to be engaged to ensure those that are most vulnerable are protected.

Media engagement is crucial to advise the public of our efforts as a police agency and to inform the public regarding public safety concerns or issues.

Community Awareness Priorities

Social media is a relatively new phenomenon that can assist the police. With the benefits of social media comes the need to resource and take care of social media sites. Furthermore, we must be aware of the impacts that social media has on criminality in our community and that it can be used to commit crimes as well as solve them.

Professional standards and assessing the number public complaint/compliments are long standing methods of determining community support, officer conduct and public satisfaction. Having a records management system that records professional standards investigations allows for accurate reporting both internally and externally to the organisation.

Collection and dissemination of information to the public is crucial. Feedback from our stakeholders indicates that some of the public is not aware of who we are, and what we do.

People and Technical Professionalism Priorities

Staying modern and current is important in policing and for our purposes is divided into two categories:

- Human Resources means providing adequate and effective training to police officers, ensuring hiring standards are maintained and followed, employees are supported in work life balance, and performance assessment is completed.
- Technology means ensuring that technological advances are reviewed and that the opportunities that technology provides are examined and put in place when needed or required.

Safe work practices are of utmost importance to the employees of the Taber Police Service. Maintaining an active and audited safety program is essential.

Alberta Policing Standards compliance is important and the audits and suggestions for improvement are seriously considered and applied where needed.

Goals

See next page.

Community Safety Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
<p>Goal 1: Public Safety: the public deserves to feel safe in their homes and community. The police service can make plans and produce reports of our efforts and assess public safety through analysis of criminal activity. Trends from the reports can be identified and acted upon where necessary.</p>	Chief of Police	Perception of public safety will be monitored through the Taber Police Service Community Survey and assessed for trends against previous surveys. Suggest that 80% satisfaction is a target.		Every 3 years		1, 2	
	Chief of Police	Basic crime analysis will be conducted monthly in the Police Chiefs Report to the Commission. Trends will be monitored and addressed when encountered.		Monthly, every second Thursday		1	
	Chief of Police	Advanced yearly crime analysis will be conducted and a complete report submitted to the Commission and provided to the Taber Town Council and Community. Data will be identified and assessed to determine if we are meeting regional/provincial/national trends.		Yearly, March 1		1	
	Chief of Police	Community Peace Officer report will be included in the monthly Police Chief's report to Commission. This report outlines the activities of the Community Peace Officer Program.		Monthly, every second Thursday		1	
	Chief of Police	The 911 activity report will be reviewed each month to ensure that we are complying with 911 standards, reported in Police Chief's report to the Commission.		Monthly, every second Thursday		1, 2	
	Chief of Police	Complaints against police will be monitored monthly and reported through the Police Chief's report to Commission.		Monthly, every second Thursday		1	
	Sr. Constable Johnson	Use of force incidents will be monitored and a yearly report generated to identify trends and establish early warning interventions if there are any concerns.		Yearly, January 1		1	
	Chief of Police	An annual report will be provided to the community that outlines our efforts, examines our budgets, assesses our crime, examines police complaints etc.		Yearly, April 1		1, 2, 3	
	Sr. Constable Vowles	A cell block audit will be conducted annually to ensure that clients who are lodged in our cells are safe, their property looked after and paper work is in order.		Yearly report to Chief of Police for furtherance to Commission. Jan. 1		1	

Community Safety Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 2: Safety of Property: The public expects that their property is safe from vandalism and theft. Also, property in our care is dealt with respectfully and administered properly.	Chief of Police	Monthly crime analysis through report to the Police Commission will allow for trends to be identified and assessed regarding property crime.		Monthly, every second Thursday		1	
	Chief of Police	Advanced yearly crime analysis will be conducted and a complete report submitted to the Commission and provided to the Taber Town Council and Community. Trends will be identified and assessed.		Yearly, March 1		1	
	Chief of Police	A review of the Community Survey will allow us to measure perceptions of the public as it relates to the safety of property.		Every three years			
	Sergeant Kehler	A yearly exhibit audit will be conducted and a report submitted outlining any issues or concerns with exhibit continuity, exhibit storage and destruction of exhibits in our care.		Yearly, October 1		1	
Goal 3: Safety of Police: Police officer and other staff that work for the Taber Police be well trained and well equipped.	Sergeant Kehler	A bi-annual training plan will be created and assessed yearly in a report to the Chief of Police.		Yearly, January 1		1, 2	
	Sr. Constable Johnson	Every three years, a use of force training plan will be submitted for approval and a yearly report will be generated to the Chief of Police to ensure compliance.		Yearly, January 1		1	
	Sr. Constable Johnson	An inventory of use of force equipment, and repairs, out of service issues, etc. will be completed and recorded for review. An audit of any issue or concerns will be provided to the Chief of Police.		Yearly, April 1		1	
	Sr. Constable Johnson	Use of force incidents will be monitored and a yearly report generated to identify trends and establish early warning interventions if there are any concerns.		Yearly, January 1		1	
	HR Barkley Busch	Workers compensation reports will be reviewed in an effort to decrease the number of claims.		Yearly, January 1		1, 2	

Community Collaboration Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 1: Maintain our auxiliary police program.	Sr. Constable Dube	Participation of the number of hours and shifts that are completed by the auxiliary staff.		Yearly, January 1		1, 3	
	Sr. Constable Dube	Maintain the auxiliary training regimen (report).		Yearly, January 1		1, 3	
	Chief of Police	Hold a yearly appreciation night as a focus group for auxiliary feedback.		Yearly			
	Chief of Police	Invite auxiliary and participate in the Town of Taber volunteer night.		Yearly, when scheduled		3	
Goal 2: Strengthen our volunteer partnerships with Citizens on Patrol.	Constable Valgardson	Monthly report of the number of patrol shifts, volunteer hours and number of complaints generated by COP.		Monthly		1, 3	
Goal 3: Reinvigorate and strengthen our Wise Owl Program.	Sr. Constable Kutanzi	Increase in memberships.		Bi-annually		1, 3	
	Sr. Constable Kutanzi	Record and report on the number of presentations.		Bi-annually		3	
Goal 4: Maintain our School Resource Officer program. The SRO program is highly recognized by the public as an excellent program.	Sr. Constable Gyepesi/SRO	The SRO will compile a yearly report that outlines the activities of the program. It will include the number of matters dealt with by the SRO, the number of threat assessments, etc.		Yearly, July 1		1, 3	
	Sr. Constable Evanson	A short survey will be sent yearly to our school partners to assess the SRO program.		Yearly, December 1		1, 3	
	Sr. Constable Evanson	Every three years, Taber youth will be surveyed, similar to the adult survey, to understand the perceptions and attitudes towards policing in our youth.		Every 3 years			

Community Awareness Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 1: Increase the profile of the police service in the community.	Executive Officer	Increase our presence on social media. Measure our reach by recording likes and shares on Facebook. Report to Commission in police Chief's monthly report.		Every week, Fridays		3	
Goal 2: Obtain funding for a website for the Taber Police Service.	Chief of Police Executive Officer	Sustainable funding for the website. Maintain our website with relevant information to inform the public.		2017 Budget year Continuing		3 3	
Goal 3: Report to the Taber Municipal Police Commission the number of citizen contacts and complaints against police received by the police service.	Chief of Police	Each month a report generated from IAPRO will be provided to the Taber Municipal Police Commission and assessed against the previous year.		Monthly at each Commission meeting		1	

People and Technical Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 1: Provide adequate and effective dispatch services to our community and clients.	Dana Bell	Establish a set of metrics to measure dispatch efficacy.		January 1, 2017		2	
	Dana Bell	Once the dispatch metrics are established, assess dispatch service against metrics and provide a monthly report to the Chief of Police with a culminating report at year end.		January 1, 2018 and each year thereafter		1, 2	
Goal 2: Employee safety in the workplace is of utmost importance and we must strive to maintain our Health and Safety Program.	Sr. Constable Gyepesi	The Taber Police will participate in the Town of Taber Workplace Health and Safety Program and will participate in yearly audits of our program. An audit report will be submitted from the Health and Safety Committee that measures our efficacy in this regard. We require 50% in each of the 8 elements listed and 90% overall.		Yearly, depends on external audit team		1, 2	
	Dana Bell	We will hold weekly safety meeting and minutes will be recorded of those meeting and stored electronically for review.		Weekly, Wednesday mornings		1, 2	
Goal 3: Ensure that police receive yearly performance assessment against the established Police Sector Council competencies. Ensure non-police staff are also performance assessed.	Sergeant Meggison	Complete yearly performance assessments on all subordinate staff under his supervision. And ensure where others are not supervised by you, that their assessments are also completed. Completion of the assessments is the measurement of success.		Yearly		1, 2	
	Dana Bell	Complete all yearly performance assessments on staff under your supervision.				1, 2	
	Sergeant Meggison	Establish a set of metrics to determine police performance efficacy.		September 1, 2016		1	
	Sergeant Meggison	Once the performance metrics are established, performance assess each officer against the metrics and provide a quarterly report to the Chief of Police.		January 1, 2017 and each year thereafter		1	

People and Technical Priorities

<i>Goals</i>	<i>Person(s) Responsible</i>	<i>Measurement</i>	<i>Percent Complete</i>	<i>Target Completion Date</i>	<i>Comments</i>	<i>Connection to Core Service</i>	<i>Budget Impact</i>
Goal 4: Ensure our dispatch clients can provide feedback to tell how we are doing and to voice their compliments or concerns.	Executive Officer	Conduct a yearly assessment survey of our dispatch clients and provide a report to the Chief of Police.		Yearly, January of each year		2	
Goal 5: Become 911 Alberta Standard compliant.	Dana Bell	Successfully implement all applicable 911 standards.		September 1, 2017		1, 2	
	Dana Bell	Receive a successful audit from the Alberta 911 Standards Committee.		Every 2 years		1, 2	
	Dana Bell	Create a backup 911 center at the Taber Fire Hall.		September 2017		1, 2	\$10,000

Alignment to Town of Taber Strategic Plan

The Taber Police Service is part of a larger organization that is the Town of Taber. Although we are governed by the Taber Municipal Police Commission, it is important that, as a department of the Town, we are aligned with the strategic priorities as laid out by the Mayor and Council.

The following diagram outlines where the Taber Police Service goals align with the Town of Taber's strategic goals.

The Town of Taber's three Goals are broken down into four categories; Improve Internal and External Communications, Develop Community and Promote Growth, Define and Practice Good Governance, and Enhance Sense of Community.

Town of Taber and Taber Police Service Alignment of Goals.

Improve Internal and External Communications

- Obtain funding for a website for the Taber Police Service.
- Report to the Taber Municipal Police Commission the number of public complaints against police received by the police service.
- Provide adequate dispatch services to our company and clients.
- Ensure our dispatch clients can provide feedback to tell us how we are doing and to voice their compliments and concerns.

Define & Practice Good Governance

- Ensure safety in the workplace is utmost importance. We must strive to maintain our Health and Safety program.
- Ensure that police receive yearly performance assessments against the established Police Sector Council competencies. Ensure non-police staff are also performance assessed.
- Become 911 Alberta Standards compliant.
- Ensure police officers and other staff that work for the Taber Police Service are well trained and well equipped.

Develop Community and Promote Growth

- We want to maintain our school resource officer program.
- Maintain our auxiliary police program.
- Increase the profile of the police in the community.

Enhance Sense of Community

- Public Safety: The public deserves to feel safe in their homes and community. The police service can make plans and produce reports of our efforts and access public safety through analysis of criminal activity. Trends from the reports can be identified and acted upon where necessary.
- Safety of Property: The public expect that their property is safe from vandalism and theft. Also, any property in the possession of the Taber Police Service is respectively administered with care.



What is the Information Technology Department?

We provide a municipal computer network, hardware & software support and management, information technology training, a telephone system, a wireless system and online resources for both staff and the public to use.

Business Plan

Mission Statement

Our mission is to manage information resources, design efficient process workflows, identify technology opportunities and be an enabler of communications for both staff and the public.

Department Goals

- 1) Replace a portion of our electronic equipment and software each year, based on equipment and software lifecycles. We are using 4/5 year hardware lifecycles for most hardware.
 - Keep devices current and leverage the latest technologies
 - Avoid excessive repair costs and downtime
 - Update Operating Systems and core application software in line with vendor software life cycles

- 2) Increase Bandwidth
we have increasing demands for bandwidth to operate technology services for the Town of Taber. Some of the types of services that use a lot of bandwidth are: mobile computers in all Town emergency vehicles, as well as supporting all M.D. of Taber emergency vehicles; increased use of databases in software programs, some of which are cloud based; greater use of streaming audio and video in internet resources, such as training resources. Currently the town has an outlet to the outside world which is 100 Mbps and is shared by all staff and wireless users at the town, except for Taber Police Services, Fire and Public Works which have their own bandwidth of 150 Mbps. We would like to increase the speed and number of internet connections, especially after taking over Water and Waste Water departments from EPCOR and acquiring new service for Taber Police Services' radio communication system with the province.

- 3) Update Dispatch and 911 Services
the Town of Taber is working with the Taber Police Service and iNet Dispatch to create an efficient and effective dispatch solution, with greater capabilities than previous products. This service will be expanded to include access to RCMP databases.

- 4) Implement a Town of Taber IT Master Plan
The Town of Taber had developed a 5 years Master Plan for the I.T. Department, we will follow the road map for the Master Plan to meet the Stakeholders' initiatives and goals.



2019 Objectives and Projects

1) Diamond Upgrade

Update the Town of Taber accounting software to the newest major version. This will update servers, workstations, and databases to the currently recommended version of Diamond / Great Plains software. In addition, we will update any other integrated software programs as required to work with a new version of our accounting software, such as Penny Timesheets and Workplace Purchase Requisitions. Major new versions will involve replacing the old version completely and converting some of the old version elements to work with the new version. For example, custom reports and integrations with other software programs often need to be re-done.

2) Disaster Recovery Enhancements

Improvements to our disaster recovery methods will improve the speed of recovery in the event of a disaster, increase the scope of what we can recover, and offer more secure locations for offsite storage of the town's data. A minimum of a 100 km distance for storing offsite data is the recommended best practice; we currently use a storage site in Taber. Replacing tape backups with digital storage will create much more quickly accessible backups. New methods will allow complete working copies of servers to be stored as a recovery option, which could be accessible immediately and from new locations if necessary.

3) Wireless Upgrade

Significant changes in wireless services have occurred since the Town of Taber originally offered wireless access. These new technical advances, plus the increased bandwidth we are hoping to implement in 2017-2019, would give us huge improvements in our wireless network offering. This will allow the owners of newer computing equipment to take advantage of their device's full capabilities and improve service for existing equipment. This project was deferred from 2016.

The advantages of the new 802.11ac standard are:

- 1) Speed. This system is 3x faster than the previous 802.11n standard.
- 2) Antennas. A device using this standard can support 8 antennas all operating at the higher speed.
- 3) Range. The new standard performs with more strength at long range and can penetrate walls better than the previous standard.
- 4) Throughput. To boost throughput further, 802.11ac also introduces 256-QAM modulation (up from 64-QAM in 802.11n), which basically squeezes 256 different signals over the same frequency by shifting and twisting each into a slightly different phase. That quadruples the spectral efficiency of 802.11ac over the previous 802.11n standard.

Note: This standard is backwards compatible with older devices.

2020 Objectives and Projects

1) Servers Upgrades

The Town of Taber has a goal to keep the town servers up-to-date with the newest technologies, in this budget cycle there will be new versions of our core servers either for the operating system or applications such as Exchange mail server, SharePoint (the intranet site for town staff) and Microsoft System Center which manage, monitor performance and report on the town workstations.



2) GIS In House

The Town of Taber has been using ORSC for hosting our GIS mapping, the Planning department is paying \$48,000.00 a year for hosting the GIS, the I.T. Department is planning to move the GIS in house and host it internally, the cost for hardware and software will be utilized by the I.T. Department. The Town will be able to save approximately \$35,000.00 a year, as well as improve the GIS information and keeping it up-to-date with lower cost.

3) Cloud Adoption

the Town of Taber is growing and so is the digital storage for the town files and documents, that growth is expected for relying on technology and digital records more in the last decade. This storage requires hardware, software, backup strategy for recovery purposes and manpower to manage all of that, relying more on cloud storage for these backups will save money, time, effort and storage. It will also be more secure, reliable and increase the chances of data loss in case of failure or emergency.

2021 Objectives and Projects

1) Diamond Upgrade

Update the Town of Taber accounting software to the newest major version. This will update servers, workstations, and databases to the currently recommended version of Diamond / Great Plains software. In addition, we will update any other integrated software programs as required to work with a new version of our accounting software, such as Penny Timesheets and Workplace Purchase Requisitions. Major new versions will involve replacing the old version completely and converting some of the old version elements to work with the new version. For example, custom reports and integrations with other software programs often need to be re-done.

2) Jeep Trade In

The Administration staff has been utilizing the Jeep for travelling and moving around the Town, it's been a great public image for the Town of Taber. The jeep was purchased in 2009, we need to keep the vehicle functioning and reliable for all staff and reduce the cost on travelling.

3) Customer Relationship Management System

communicating with stakeholders will become increasingly important for the Town of Taber. Each of these interactions from residents, visitors or potential business owners will reflect on the ability to track and follow-up on these interactions. An integrated CRM will help in these interactions and provide metrics around the type of contact that is being made with the Town.



2022 Objectives and Projects

- 1) Fleet Management System
The current fleet of vehicles within the Town is relatively small. Should the number of vehicles increase, a fleet management system should be looked at in order to properly manage these assets.
- 2) Business Intelligence and Analytics
having a repository of information which can be considered the “Source of Truth” for the Town will become increasingly important as the town grows. Right now, there are many disparate systems and amalgamating the data is a very labor intensive process. Having a Business Intelligence area will speed up the information searching and will also support the reporting against KPI’s for the organization. Business Intelligence will also provide the Town with richer reporting and analytics for better data-driven management and true predictive analytics capabilities.
- 3) Learning Management System
As the Town of Taber further embraces training and certifications, a system to provide training and also to track the certifications will become increasingly important. This project will span many business units, so engagement with all units will be important.

2023 Objectives and Projects

- 1) Diamond Upgrade
Update the Town of Taber accounting software to the newest major version. This will update servers, workstations, and databases to the currently recommended version of Diamond / Great Plains software. In addition, we will update any other integrated software programs as required to work with a new version of our accounting software, such as Penny Timesheets and Workplace Purchase Requisitions. Major new versions will involve replacing the old version completely and converting some of the old version elements to work with the new version. For example, custom reports and integrations with other software programs often need to be re-done.
- 2) Human Resource Information System
Currently, most employee information is stored in paper files or in spreadsheets. Very little information is stored online. As employee self-service and employee engagement become more important to the Town, an integrated system will be important.



Summary Budget

IT			
	2019 Approved	2020	2021
Revenues			
Government transfers	11,000	11,000	11,000
Total Revenues	11,000	11,000	11,000
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	285,813	291,226	341,191
Contracted and general services	310,449	399,945	489,036
Purchases from other governments	-	-	-
Materials, goods and supplies	12,065	12,500	12,500
Amortization	72,906	63,206	63,206
Other expenditures	-	-	-
Total Expenses	681,233	766,877	905,933
To reserves	99,000	99,000	99,000
Total interfund- transfers	99,000	99,000	99,000
Net Budget	- 769,233	- 854,877	- 993,933
Budget Change		- 85,644	- 139,056
Percentage Change		11.13%	16.27%

*Note: Amortization Expense to be included in budget but not funded

*Other staff is recorded as full time equivalent.

Budget Change Highlights

The Operating budget has a major change that reflects the increase of internet bandwidth in the Town buildings, plus including the annual fees for hosting, license and support for all new systems that have been implemented in 2017, 2018 or will be implemented in the next two years.

New position for System Analyst in 2021 to improve the level of service and add more service for Public.

Overall Budget Increase	Rationale/ Link to Strategic Plan
2020 – 2021 Contracted and general services Operating Software Support Increase (Assets Management, Cemetery Software, HRIS, Penetration Test, Microsoft Dynamics) (Disaster Recovery Enhancements, Cloud Adoption)	Increase Level of Service Improve Data Management Improve Data Security Leverage The Latest Technology
2021 Salaries, wages and benefits Operating – System Analyst Position	Increase Level of Service Improve System Management



Capital Highlights

There has been a major change to the I.T. Department budget for this budget cycle, as the department takes on the responsibility for all electronic equipment maintenance across the organization. The I.T. budget plan will now include scheduled replacement for the majority of electronic equipment used across the organization. Previously, the I.T. Department did equipment replacement planning for computer workstations and printers, while other equipment was replaced on a special project basis. An example of this other equipment is meeting room equipment, such as a projector, teleconferencing phone and screen. The expanded Evergreening plan takes these special projects out of other department budgets and makes it subject to lifecycle planning. Overall budgeting across the organization for electronic equipment will be fundamentally the same, since this equipment is essential to operations and would be replaced as required. Specialized electronic equipment for the Taber Police Services will still reside in the Police Commission budget, same for Water and Waste Water Plants. There will be a decrease in the Annual Computer Replacement project as the Town is moving toward leasing instead of purchasing copiers, this decrease will be split on all departments' Operating budget.

New initiatives that have been recommended in the I.T. Master Plan, we are proposing strengthen of our core services to include servers upgrade (Email, Intranet and System Center), cloud based storage to help the town keeping all files safe from corruption or data loss in case of emergency or disasters, host the GIS system in house, replace the Jeep for administration staff, customer relationship management software, fleet management software, business intelligence system, learning management system, human resources information software, adding new buildings to the town computer annual replacement and the previously approved wireless upgrade and disaster recovery enhancements.

Action Items	Rationale/ Link to Strategic Plan
2019 Capital – Wireless Upgrade	Family/Community / Invest in public services Increase Level of Service for Staff and Public Life Cycle Replacement
2019 Capital – Disaster Recovery Enhancements 2020-2021 Operating Increase	Governance / Strengthen core services Increase Level of Service Improve Business Continuity
2020 Capital – Servers Upgrade	Governance / Strengthen core services Increase Level of Service Life Cycle Replacement
2020 Capital – Cloud Adoption 20201 Operating Increase	Governance / Strengthen core services Increase Level of Service Improve Business Continuity Reduce cost on Hardware
2020 Capital – GIS In House 2021 Operating Decrease	Governance / Strengthen core services Increase Level of Service Reduce Operating Cost
2021 Capital – Jeep Trade In	Governance/ Community / Strengthen core services Life Cycle Replacement Improve Public Image Reduce Travelling Cost



INFORMATION TECHNOLOGY

2019 – 2021

2021 Capital – Customer Relationship Management System	Governance / Community / Strengthen core services Increase Level of Service
2022 Capital – Fleet Management System	Governance / Community / Strengthen core services Increase Level of Service Improve Fleet Maintenance
2022 Capital – Business Intelligence and Analytics	Governance / Strengthen core services Increase Level of Service Reduce Staff Time on Reporting and Data Search
2022 Capital – Learning Management System	Governance / Strengthen core services Improve Staff Skills Increase Level of Service
2023 Capital – Human Resource Information System	Governance / Strengthen core services Improve Data Management Reduce Staff Time on Filing
Diamond Upgrade – Capital every two years	Governance / Strengthen core services Increase Level of Service Life Cycle Replacement
Annual Capital – Hardware Evergreening	Governance / Strengthen core services Increase Level of Service Life Cycle Replacement Leverage The Latest Technology Reduce Cost of Maintenance Upgrade Operating Systems and Software

**What is Engineering & Public Works?**

The Engineering and Public Works Department designs, operates and maintains the town's infrastructure. This department also provides various essential community services such as drinking water, sewage treatment, pipeline maintenance, roads and walks, solid waste & recycling and . The department is divided into these functions; Engineering, Roads & Walks, Solid Waste Management, Facility Maintenance, and Utilities which includes; the Town's treatment facilities, water distribution, sewer collection pipelines and storm water management.

Mission Statement

To increase community resilience and sustainability by developing an internal capacity to manage and maintain community infrastructure. Increasing the internal capacity to manage and maintain community infrastructure would enable the improvement of prioritization of needs and allocation of resources in a fiscally responsible manner.

Core Services***Engineering***

All of the engineering and environmental monitoring is contracted out to professional consulting companies. MPE Engineering provides the Town's consultant engineering services which includes; long term engineering infrastructure monitoring, assessment, planning and design; design and project management on capital works projects. EBA is the consulting firm that is contracted for environmental and ground water monitoring. The Town's engineering department has started a GIS data base for all of the Town's infrastructure. The data base will include the correct location and assessment of the life cycle of the asset. We have also completed mapping projects for other departments and community groups. As well as Capital Project management of 2018 Street improvement, built and maintain a RV sanitary dump station, a berm south of Walmart and south of Water treatment plant, directional drilled a pipe under 50th street south west of Water treatment for a pipe to pass through, Design of a campground including trees and irrigation for future development at the Trout Pond.

Roads & Walks

The roads and walks function maintains the Town's roads, sidewalks and walking trails. This includes traffic line painting, sweeping, plowing, sanding and salting, filling potholes, spray crack filling, grading lanes and unpaved roads, dust control for unpaved roads, mowing and maintaining ditches, maintenance and replacement of traffic signs and sidewalk maintenance and replacement. Roads and walks also assists in the setup and take down of Cornfest, mounts and takes down flower planters for Communities in Bloom, puts up and takes down the Town's Christmas decorations, digs and fills graves in the Town's cemetery, spring and fall tree chipping and yard waste removal and cleans out the community compost sites. Maintains trees on boulevards and pathways. Additional work included assisting with One Horse Town and summer games. Laid out and removed pipes, cleaned and removed snow out of coverts and ditches at time of flood. Wrapped trees and inserted tablets for pest control. Flushed and maintained sanitary sewer siphon lines. Poured concrete pads for admin building emergency generator and fire station gazebo.

***Solid Waste Management***

Solid waste management is divided into two separate functions; Solid Waste Collection and the Landfill/Transfer Site. The Town maintains an automated three cart system for residential recycling, organics and solid waste. The program this year has had a 68% diversion rate with 52% for organics, 17% for recycling and 32% for garbage. We have expanded collection of recyclables for commercial participants and increased our drop off centers to two this year giving us a monthly average increase from 27 tonnes in 2016 to 45 tonnes in 2018. The next step in 2019, is to continue expanding the commercial and multi-unit recycling and organics programs on a one on one basis and to repair, repaint, and re-decal the commercial garbage bins. The Town also collects compostable materials that can be dropped off at two designated compost sites. The compost facility has been constructed and is processing all compostable materials which will then be available as a finished compost product for the Town's use. The transfer site also accepts additional recyclable materials such as paint, concrete, asphalt, clean fill, white metal, propane tanks, pesticide and herbicide containers, e-waste, fluorescent tubes and batteries. We are working on adding Styrofoam to our recycling options as well as Tires & Used Oil, oil filters & oil containers.

Facility Maintenance

Facility Maintenance prolongs the useful life of major building components through annual maintenance and repairs of all facilities. We are always striving for improved quality standards for cost efficient repairs. Some of our primary objectives are to establish an enhanced preventative maintenance program and review and evaluate building assessments for all building components within all facilities.

Department Goals and Projects - 2019

- 1) Asphalt replacement program
- 2) Asset management implementation of asset software
- 3) Eureka Industrial Subdivision Phase 3B – Engineering and Construction

Facilities Projects

- 1) Auditorium Renovations
- 2) Replace existing tar and gravel roof on the arena
- 3) Electrical panel upgrade at the Administration Building



ENGINEERING AND PUBLIC WORKS

2019 - 2021

Public Works			
Revenues	2019 Approved	2020	2021
Sales and user fees	9,500	9,500	9,500
Rentals	-	-	-
Other revenues	-	-	-
Total Revenues	9,500	9,500	9,500
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	1,298,546	1,297,115	1,329,437
Contracted and general services	385,005	637,655	387,407
Materials, goods and supplies	611,075	620,475	632,275
Amortization	1,405,426	1,369,691	1,369,691
Other expenditures	-	-	-
Total Expenses	3,700,052	4,008,811	3,802,685
From reserves	- 60,000	- 60,000	- 60,000
To reserves	258,010	258,010	258,010
Total interfund- transfers	198,010	198,010	198,010
Net Budget	- 3,888,562	- 4,197,321	- 3,991,195
Budget Change		- 308,759	206,126
Percentage Change		7.94%	-4.91%

Budget Change Highlights

The Engineering and Public Works budget has no increase to the amended 2019 operating budget. Increases in 2020 in contracted and general. Salaries have increased due to minor cost of living adjustments as stated under the CUPE collective agreement.

Overall Budget Increase/Decrease	Rationale/ Link to Strategic Plan
Reduction of wages and benefits	Estimated CUPE contract percentage
Contracted services increase in 2020 asphalt replacement program every even year \$250,000.	Council may choose to lower the costs or maintain current service level.
Additional position for facility maintenance.	The current casual position has been utilized as full time because of the need to maintain the current service level in facilities.



Amortization reduction	Budget process.
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New positions proposed:

Facility Maintenance is requesting the current casual maintenance operator I position be moved to permanent full time. This casual position has been utilized full time because of the need for an additional operator i.e. painting, equipment maintenance, HVAC maintenance & general plumbing, the current person in the position is a journeyman plumber.

Overall Budget Increase	Rationale/ Link to Strategic Plan
Capital projects, roads and infrastructure replacement	Continue the growth of Taber as a healthy and safe community
Asset identification and management	Continue the growth of Taber as a healthy and safe community
Eureka Industrial Development Phase 3B	Develop new economic initiatives
Increased service levels along highway	Continue the growth of Taber as a healthy and safe community
Increase service level for asphalt and sidewalk repairs or replacement	Continue the growth of Taber as a healthy and safe community

2019-2021 BUDGET UTILITY FUNCTION COMMENTARY



What is Engineering & Public Works?

The Engineering and Public Works Department designs, operates and maintains the town's infrastructure. This department also provides various essential community services such as drinking water, sewage treatment, pipeline maintenance, roads and walks, solid waste & recycling and . The department is divided into these functions; Engineering, Roads & Walks, Solid Waste Management, Facility Maintenance, and Utilities which includes; the Town's treatment facilities, water distribution, sewer collection pipelines and storm water management.

Mission Statement

To increase community resilience and sustainability by developing an internal capacity to manage and maintain community infrastructure. Increasing the internal capacity to manage and maintain community infrastructure would enable the improvement of prioritization of needs and allocation of resources in a fiscally responsible manner.

Utilities

This department is consist of two branches.

A) Treatment branch which includes;

- Water treatment facility which is responsible for ensuring safe drinking water to all residents, businesses and industry. The treatment of water is regulated through Alberta Environment and Parks.
- Sewage treatment is managed between two facilities the BNR treatment plant and the sewage lagoons. The BNR plant is for municipal flows and some commercial flows while the lagoons are primarily used for industrial flows. The treatment of all sewage is regulated through Alberta Environment and Parks.
- In 2018 the Town's treatment staff manages Lantic's wastewater treatment facility providing their expertise in treatment to local industry.

B) Distribution and collection branch that takes care of:

- Potable water distribution pressurised system includes: water meters, fire hydrants, pipe mains, valves, and residential & commercial/industrial services.
- Sanitary collection system includes: pipelines, manholes, pump stations, valves, sanitary outfalls, and residential & commercial/industrial services.
- Storm water collection system includes: pipelines, manholes, catch basins drainage swales & ditches, storm outfalls and residential & commercial/industrial services.
- This branch also locates all of the Town's infrastructure for Alberta One-Call locate requests.

Stormwater

Stormwater			
	2019 Approved	2020	2021
Revenues			
Sales and user fees	390,000	390,000	390,000
Government transfers	-	-	-
Total Revenues	390,000	390,000	390,000
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	55,607	54,302	55,457
Contracted and general services	86,160	87,128	87,339
Purchases from other governments	-	-	-
Materials, goods and supplies	61,800	61,550	61,550
Transfers to local boards and agencies	-	-	-
Bank charges and interest	-	-	-
Interest on long-term debt	4,984	4,402	3,758
Amortization	341,196	341,192	341,192
Total Expenses	549,747	548,574	549,296
Repayment of long-term debt	26,844	26,844	26,844
From reserves	-	-	-
To reserves	146,700	146,700	146,700
Total interfund- transfers	173,544	173,544	173,544
Net Budget	- 333,291	- 332,118	- 332,840
Budget Change		1,173	- 722
Percentage Change		-0.35%	0.22%

*Note: Amortization expense to be included in operating budget but not funded

Storm Water Budget Change Highlights

2019 budget will remain the same as approved, the 2020 operating budget we forecasting a small decrease due to a slight reduction in wages and benefits, Since the Storm Water operation and maintenance has returned to the Town's forces, contracted and general services reduced. Materials, goods and supplies will remain the same. Currently administration is forecasting no additional increases to utility user rates.

Overall Budget Increase/Decrease	Rationale/ Link to Strategic Plan
Reduction in 2020	Slight reduction in wages and benefits.
Slight increase in 2021	Increase due to moderate increase in wages & benefits.

Water

Water			
Revenues	2019 Approved	2020	2021
Sales and user fees	3,283,640	3,283,640	3,283,640
Penalties and costs of taxes	45,000	45,000	45,000
Other revenues	-	-	-
Government transfers	-	-	-
Total Revenues	3,328,640	3,328,640	3,328,640
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	436,038	420,906	430,050
Contracted and general services	251,690	245,306	248,433
Purchases from other governments	123,480	125,000	125,000
Materials, goods and supplies	553,350	553,050	561,650
Interest on long-term debt	4,078	6,391	4,110
Amortization	644,073	699,697	699,697
Other expenditures	-	-	-
Total Expenses	2,012,709	2,050,350	2,068,940
Repayment of long-term debt	46,712	106,352	108,634
From reserves	-	-	-
To reserves	409,250	409,250	409,250
Total interfund- transfers	455,962	515,602	517,884
Net Budget	859,969	762,688	741,816
Budget Change		- 97,281	- 20,872
Percentage Change		-11.31%	-2.74%

*Note: Amortization expense to be included in operating budget but not funded

Water Budget Change Highlights

Since the Water Treatment, Distribution and Collection operation and maintenance has returned to the Town's forces which has seen the Contracted and General services reduced. Materials, goods and supplies will in turn go up as the Town staff are maintaining the Water treatment facility, water storage reservoirs, water meters, fire hydrants, water mains, valves and pump stations. Currently administration is forecasting no additional increases to utility user rates.

Overall Budget Increase/Decrease	Rationale/ Link to Strategic Plan
Reduction of wages and benefits	Estimated CUPE contract percentage.
Amortization reduction	Budget process.

Waste Water

Wastewater			
Revenues	2019 Approved	2020	2021
Sales and user fees	2,140,000	2,140,000	2,140,000
Rentals	-	-	-
Government transfers	-	-	-
Total Revenues	2,140,000	2,580,400	2,580,400
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	603,488	742,119	759,195
Contracted and general services	502,000	497,046	500,171
Materials, goods and supplies	861,900	857,141	870,991
Interest on long-term debt	130,052	113,027	98,866
Amortization	959,759	1,050,363	1,050,363
Total Expenses	3,057,199	3,259,696	3,279,586
Repayment of long-term debt	639,121	582,029	582,029
From reserves	-	-	-
To reserves	495,770	495,770	495,770
Total interfund- transfers	1,134,891	1,077,799	1,077,799
Net Budget	- 2,052,090	- 1,757,095	- 1,776,985
Budget Change		294,995	- 19,890
Percentage Change		-14.38%	1.13%

*Note: Amortization expense to be included in operating budget but not funded

Waste Water Budget Change Highlights

Since Waste Water Treatment Distribution and Collection operation and maintenance has returned to the Town's forces which has seen the Contracted and General services reduced. Materials, goods and supplies will in turn go up as the Town staff are maintaining the Waste Water treatment facility, sewage lagoons and pivots, sewer mains and pump stations. Currently administration is forecasting no additional increases to utility user rates.

Overall Budget Increase/Decrease	Rationale/ Link to Strategic Plan
Increase to wages added two positions to wastewater treatment.	Lantic contract to operate their wastewater treatment facility. Increase to revenue.
Reduction of long-term debt in 2020.	Budget process.
Amortization increase.	Budget process.

Solid Waste Collection & Recycling

Solid Waste Collection and Recycling			
Revenues	2019 Approved	2020	2021
Net taxes	-	-	-
Sales to other governments	-	-	-
Sales and user fees	1,980,536	1,856,836	1,856,836
Other revenues	-	-	-
Government transfers	-	-	-
Total Revenues	1,980,536	1,856,836	1,856,836
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	311,230	299,891	307,050
Contracted and general services	793,259	811,798	878,445
Purchases from other governments	587,630	531,778	542,234
Materials, goods and supplies	96,213	86,150	86,350
Transfers to local boards and agencies	-	-	-
Amortization	86,485	101,326	101,326
Other expenditures	-	-	-
Total Expenses	1,874,817	1,830,943	1,915,405
Repayment of long-term debt	-	-	-
From reserves	- 56,500	-	-
To reserves	107,900	107,900	107,900
Total interfund- transfers	51,400	107,900	107,900
Net Budget	54,319	- 82,007	- 166,469
Budget Change	-	- 136,326	- 84,462
Percentage Change		-250.97%	102.99%

*Note: Amortization expense to be included in operating budget but not funded

Solid Waste Collection & Recycling Budget Change Highlights

The Town maintains an automated three cart system for residential recycling, organics and solid waste. The program this year has had a 68% diversion rate with 50% for organics, 18% for recycling and 32% for garbage. We have expanded collection of recyclables for commercial participants and increased our drop off centers to two this year. The rest of the budget is relatively constant with minor increases relating to contractual adjustments to the wages paid to Town employees as well as increases charged by contracted services. Currently administration is forecasting no additional increases to utility user rates.

Overall Budget Increase/Decrease	Rationale/ Link to Strategic Plan
Reduction to wages and benefits.	Estimated CUPE contract.
Reduction of garbage sent to landfill.	Reduced garbage links to reduction in tipping fees and trucking costs.

Contracted services increase for recycling & organics collection estimated for 2021.	RFP in 2020 will provide actual costs.
Amortization increase.	Budget process.

Department Goals and Projects – 2019

Stormwater Projects

- 1) East Industrial Storm Water Management Facility (Wetlands)
- 2) 56th Street Storm Water Improvements

Utilities Projects

- 1) BNR (Biological Nutrient Removal) sludge handling system upgrades
- 2) North Pump Station upgrade – Phase 2
- 3) 52nd Street Sanitary & Water Line Replacement
- 4) Upgrade to the water treatment facilities generator
- 5) CO² Injection at the water treatment facility

Action Items	Rationale/ Link to Strategic Plan
Capital projects, roads and infrastructure replacement	Continue the growth of Taber as a healthy and safe community
Water treatment facility generator replacement	Continue the growth of Taber as a healthy and safe community
Storm Water Infrastructure improvements	Continue the growth of Taber as a healthy and safe community
Asset identification and management	Continue the growth of Taber as a healthy and safe community
High level pump replacement at the WTP	Continue the growth of Taber as a healthy and safe community



What is the Fire Department?

Taber Fire Department is compiled of 3 fulltime personal, 35 paid-on-call firefighters. Our mission is to effectively and efficiently serve our community through the professional delivery of emergency response and services.

Mission Statement

The Taber Fire Department will protect and serve, without prejudice or preference, all citizens of the Town of Taber through vibrant and effective fire prevention and public education programs. It aims to deliver highly skilled fire suppression and rescue teams for mitigation of the injurious effects of fire, hazardous materials, and other perils, including natural and unnatural disaster.

Core Services

Fire Prevention /Education

A Taber Fire Department service provides fire prevention / education to general public and citizens of Taber. As part of the Town of Taber Quality Management Plan, and in conformance with the Safety Codes Act, Taber Emergency Services performs requested inspections and investigates fires for cause and origin. Fire prevention programs are also instructed to various groups and schools throughout the community. The goal of fire prevention and education is to reduce fires and heighten awareness.

Fire / Rescue training

Taber Fire Department delivers certified National Fire Protection Association training to all members. This training includes but not limited to structure fire, auto extraction, farm extraction, water rescue, ice rescue, hazardous material incidents, high angle rope rescue, confined space, wild land fire, first aid and fire inspection and investigations.

Fire Call Response

Taber Fire Department responds to 220-240 Emergency calls annually.

The new Medical First responder initiative directed by council continues to add safety to the Town of Taber residents.

Emergency Management preparedness

Taber Fire Department supports, maintains, educates, and guides the organizational group in development and maintains the Emergency Plan. This plan provides for a prompt and coordinated response to emergencies or disasters affecting our community. The Fire Hall also acts as the Emergency Operations Centre.



Summary Budget

Fire			
Revenues	2019 Approved	2020	2021
Sales to other governments	23,800	23,800	23,800
Sales and user fees	21,500	21,500	21,500
Rentals	-	38,000	38,000
Other revenues	-	-	-
Government transfers	-	-	-
Total Revenues	45,300	83,300	83,300
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	502,190	512,451	521,062
Contracted and general services	120,115	132,833	139,545
Purchases from other governments	2,500	2,500	2,500
Materials, goods and supplies	119,440	122,390	125,410
Amortization	171,699	172,006	172,006
Total Expenses	915,944	942,180	960,523
From reserves	-	-	-
To reserves	47,300	47,300	47,300
Total interfund- transfers	47,300	47,300	47,300
Net Budget	- 917,944	- 906,180	- 924,523
Budget Change		11,764	18,343
Percentage Change		-1.28%	2.02%

*Note: Amortization Expense to be included in budget but not funded

*Other staff is number of paid on-call firefighters



Budget Change Highlights

The changes in this department’s budget are related to the new agreements and contracts that council has approved this year as highlighted below. Within these changes the Fire Department has been able to continue to find new alternatives to improve and reduce the department budget. The 2019 amended budget will show a -3.32% decrease in the budget and 2020 will show a -1.28% decrease as well.

2019-2021 OBJECTIVES

Overall budget Changes	Rational / Link to Strategic plan
Market the new fire training center to fire departments and businesses within the area. Continue to operate the Fire Training center as a cost neutral or for-profit operation.	Develop Community & Promote Growth Year 2018 operational courses presented: -NFPA 1001 Level 1 (Students 22) -NFPA 1001 Level 2 (Students 22) -NFPA 472 Hazmat L1 (Students 23) -NFPA 472 Hazmat L2 (Students 23) -NFPA 1002 Aerial operation (Students 14) -NFPA 1002 Driver (Students 12) -NFPA 1521 Safety officer (Students 14) -ICS 400 (Students 22) -Director of Emergency Management (21) Total of 152 students attended classes Taber this year.
3 year agreement with Red Cross and the Town for Emergency Management support RES. 509/2018	Continue the growth of Taber as a healthy and safe community.
5 year contract signed with Alberta Health Services for living and bay rental. June 1, 2018- May 31, 2023.	Continue the growth of Taber as a healthy and safe community.
Position relocation within union to Fire prevention officer. Council Approved Nov 13,2018	Develop HR policies to encourage professional excellence
Step increases for Management and CUPE staff (2020-2021)	COLA increase and increases due to CUPE contract settlement
Capital SCBA life cycle replacement every 15years	Life cycle replacement
Capital Thermo imaging camera’s	Life cycle replacement



What is Recreation?

Recreation is about activities, pastimes, and experiences which are freely chosen. They are usually undertaken for leisure and produce feelings of wellbeing, enjoyment, relaxation and satisfaction.

The Recreation department provides Recreation services for Taber and area residents/visitors. These include a range of publicly accessible indoor and outdoor Recreation facilities growing with our community. Town staff safely operates those facilities and implement a variety of programs helping position Taber as an attractive place to work, play and grow. Responsibility is shared with Public Works for Taber's Memorial Garden cemetery, the final resting place for many from the Taber area. Taber's assets include buildings and land in our region.

Core Services

Recreation

The Recreation section operates facilities such as the Community Centre and the Aquafun Centre. These indoor facilities provide programming and recreational activities for public and area users.

Recreation coordinates and facilitates summer youth programs and special events including Canada Day and the Cornfest Fun Run. We also assist user groups with the planning of their events on Town owned facilities and assist them to help make their event successful. Recreation takes a lead role in large community events such as Southern Alberta Summer Games.

The Town now owns/operates over 350 acres of outdoor Community Parks and Sports fields along with walking trails and the Trout Pond. Located on these lands are outdoor facilities such as Tennis Courts, Track and Field, Skate Park, Spray Park, Playgrounds and Sportsfields that accommodate baseball soccer and football fields. Staff fully maintain these areas including irrigation, mowing/trimming, fertilizer/weed management, pest management, tree management, inspections of playground equipment and waste control.

This function also includes working directly with Communities in Bloom in a coordinated effort to make the parks, flower pots, flower beds and green spaces a showcase of the community.

Using a recreation management software package integrated with the Towns financial system the Recreation section provides booking and accounting for all recreation services for Taber.

Recreation also provides ground maintenance services and perpetual care of the 20 acre parcel of the Taber Memorial Garden cemetery while partnering with Public Works which provides road maintenance and prepares plots for interments.

Recreation staff prepares information and administrative support to the Taber Recreation Board and the Combative Sports Commission.



Summary Budget

Recreation			
	2019 Approved	2020	2021
Revenues			
Net taxes	-	-	-
Sales to other governments	-	-	-
Sales and user fees	149,450	152,931	162,429
Licenses and permits	-	-	-
Rentals	516,158	524,270	532,084
Other revenues	10,422	10,485	10,550
Government transfers	169,792	167,692	167,692
Total Revenues	845,822	855,378	872,755
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	1,864,550	1,996,037	2,053,172
Contracted and general services	662,666	879,217	585,674
Purchases from other governments	11,214	11,214	-
Materials, goods and supplies	820,058	883,302	728,546
Bank charges and interest	4,200	4,400	4,600
Amortization	395,050	494,202	494,202
Other expenditures	-	-	-
Total Expenses	3,757,738	4,268,372	3,866,194
From reserves	- 1,000	-	-
To reserves	116,240	116,240	116,240
Total interfund- transfers	115,240	116,240	116,240
Net Budget	- 3,027,156	- 3,529,234	- 3,109,679
Budget Change		- 502,078	419,555
Percentage Change		16.59%	-11.89%

*Note: Amortization Expense to be included in budget but not funded

*Other staff is recorded as full time equivalent



Budget Change Highlights

We continue to follow the structure for strategic facility upgrades and lifecycle replacement of equipment in all our costing centers and work alongside the Building Maintenance department to accomplish those items. These changes have resulted in positive feedback from the residents in the community.

The increases in recreation department is related to the proposed Forman position to streamline the growing demands in 2020. Increases to general wages, contracted services and Materials, General goods & supplies are reflected in the table above.

The proposed 2019 - 2021 capital budget reflects replacement of equipment for maintaining and/or increasing efficiencies. Phase 2 of the upgrades to infrastructure of the arena outside access ramp are also reflected.

Overall Budget Increases	Rationale/ Link to Strategic Plan
<p>1. Community Center Auditorium upgrade in 2019</p>	<p>Continue the growth of Taber as a healthy and safe community.</p>
<p>2. Contracted services – we have numerous pieces of equipment that require replacement in 2019-2021. This process started in 2017.</p> <p>Life cycle replacement – we have numerous pieces of Life cycle equipment that require replacement. In 2020 the replacement of meeting room hallway floors, furnaces in the Auditorium. Arena floors, windows and furnaces. Replacement of spray features and shower tiles in the Pool.</p>	<p>Life cycling related increases</p>
<p>3. 2019 – 2021 Further development of Trout Pond to complete additional phases.</p>	<p>Continue the growth of Taber as a healthy and safe community.</p>



RECREATION

2019 - 2021

<p>4. Wages & Staffing increase in 2020 and step increases for management and CUPE in 2020 and 2021.</p>	<p>-Increased to staffing levels of a Recreation Forman to help manage a growing department and other areas. -COLA, Step and Contract increases for staff.</p>
<p>5. Materials, Goods and Supplies: Some of the highlighted 2020 increases are. Chemical controller & new sauna boards for the pool and Ken Macdonald building upgrade</p>	<p>Life cycling related increases</p>



Health and Safety Policy Statement

The Town of Taber is committed to protecting both people and property, management will provide and maintain a safe and healthy work environment in compliance with legislative requirements, and will strive to eliminate any foreseeable hazards which may result in personal injury or property damage. Protection of employees from injury or occupational disease is a major continuing objective.

What is Health and Safety?

Each of us within the organization have responsibilities in regards to health and safety. The Town Health and Safety Program has been contained within our Green Binder System, which is comprised of 10 core elements that make up the program. Partners in Injury Reduction have added two additional elements in 2019, Joint Worksite Health & Safety Committees and Other Parties in the Vicinity of the Worksite. Each department within the Town has their own Green Binder System and is currently responsible for maintenance and administration of the program for their own department. The ten elements of the program are;

- Health and Safety Plan/Organizational Commitment
- Hazard Identification
- Hazard Assessment and Control
- Joint Worksite Health & Safety Committees
- Formal Inspections
- Other Parties in the Vicinity of the Worksite
- Orientation and Training
- Emergency Response Planning
- Incident Investigation
- Program Administration

The Town of Taber holds a Certificate of Recognition (COR) from the Alberta Municipal Health and Safety Association for its Health and Safety Program, which requires a yearly audit to maintain the COR, which we have held since 2007.

Core Services

Health and Safety for all employees of the Town

We have implemented an Electronic Health & Safety Management software program called E-Compliance. E-Compliance gives management a 360 degree real-time view into our safety performance and due to its interactive nature will help facilitate more two-way communication between employees and management. This program will allow us to put all H & S components under one umbrella and provide reliable safety metrics and cutting edge leading indicators to help improve our safety culture. The transition from the Green Binder system to E-Compliance has progressed well and administration anticipates removing the Green Binder system in early 2019, having full reliance on the E-Compliance program.

The Town of Taber Health has created a Health & Safety Coordinator/Maintenance Operator II position. This is a full-time position with 60% of the time allocated to Health & Safety and the other 40% is spent



HEALTH AND SAFETY

2019-2021

as a Maintenance Operator II. Starting January 2019 this position will become 100% committed to Town of Taber Health & Safety program. This position will lead the implementation and provide ongoing support for the E-Compliance program. In addition, this position will support incident investigation, develop safe work planes, support department compliance, address Alberta Municipal Health & Safety Association (AMHSA) audit requirements, maintain the Town of Taber's COR, and support H & S education and training.

Health and Safety			
Revenues	2019 Approved	2020	2021
Other revenues	28,500	5,000	5,000
Total Revenues	28,500	5,000	5,000
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	50,938	84,683	86,264
Contracted and general services	21,685	17,020	25,848
Purchases from other governments	-	-	-
Materials, goods and supplies	3,850	5,100	2,950
Other expenditures	-	-	-
Total Expenses	76,473	106,803	115,062
From reserves	-	-	-
To reserves	-	-	-
Total interfund- transfers	-	-	-
Net Budget	- 47,973	- 101,803	- 110,062
Budget Change		- 53,830	- 8,259
Percentage Change		112.21%	8.11%

*Note: Amortization Expense to be included in budget but not funded

Budget Change Highlights

An effective H&S program will result in the reduction of certain operating expenses including;

- Lower WCB premiums
- Reduced employee benefit costs
- Reduced replacement costs of injured employees
- Reduced lost time
- Reduced time spent on investigations and documentation of incidents
- Reduction in costs to replace employees
- Increase job satisfaction and productivity
- Increase retention of current employees



HEALTH AND SAFETY

2019-2021

It is important to continue to move our municipality from a reactive to a proactive philosophy with health and safety.

Changes to the Health & Safety budget for 2020 are driven by salary increases to the Health & Safety Coordinator position, putting this position in line with our industry and a reduction in WCB rebate.

Looking to the future, there are several major projects that the Town will require that fall under the umbrella of Health and Safety. A program that will need to be put in place in the coming years is a thermal stress program, which details procedures for employees and equipment working in extreme temperatures, both hot and cold. Finally, to further protect the Town from workplace injuries that are developed over long term exposure to hazards, an Industrial Ergonomics Program will help manage this risk. This program would detail procedures for evaluating workstations for correctness, testing noise and air quality hazards, and accommodating pre-existing conditions.

**What is Finance and Customer Care?**

The Finance Department includes two separate functions: Finance and Customer Care and Information Technology. The Finance and Customer Care Department is responsible for the financial accounting and reporting requirements, financial planning and budgeting, revenue collection, debt and purchasing settlement, taxation and assessment, business licenses, and risk and asset management for the entire Town's functions and departments. Information Services is responsible for the delivery of computer data and services.

Corporate Business Plan***Mission Statement***

The Finance and Customer Care team of the Town of Taber will strive to deliver the highest quality of customer service to the residents of Taber by being responsive to the needs of the individual while respecting the commitment of efficient and effective management of the public's financial and physical resources that is in the best interest of the residents as a whole.

Core Services**Reception and General Customer Services**

The Town of Taber administration office is open 8:30 am to 4:30 pm Monday to Friday except statutory holidays. Reception receives and processes customer payments as well as point of sale transactions. Reception provides general information for inquiries or transfers them to the appropriate department.

Interdepartmental Corporate Services

Staff sort and deliver approximately 600 (7,200 annually) pieces of incoming mail and 300 (3,600 annually) pieces of outgoing mail per month, not including utility bills and tax notices. They purchase and reallocate general office supplies such as paper, envelopes and mail room supplies to the other departments. Staff members maintain documents on the intranet site and central filing.

Property Assessment and Taxes

The Town currently contracts its property assessment evaluations out to a professional assessment provider. The tax clerk updates and maintains the tax roll in our accounting system for approximately 3800 properties. Tax notices are sent out the end of April and are due June 30 each year without penalty.

**Utility Processing and Billing**

The utilities clerk processes approximately 3,570 (42,840 annually) invoices with 1000 customers (28.0%) being signed up for e-billing.

Accounts Payable

The casual accounts payable clerk processes approximately 550 (6,600 annually) invoices for payment monthly. Payable cheque batches are prepared bi-weekly with an average of 80 (2080 annually) cheques per batch. The accounts payable clerk processes approximately 240 (2,880 annually) transactions each month for employee purchase cards and manager's visa cards.

Accounts Receivable

The accounts receivable clerk processes, edits, and mails out approximately 67 (804 annually) customer invoices per month plus approximately 660 business license invoices per year. Accounts receivable is reviewed monthly for accounts that are in arrears. Each month the clerk contacts customers in arrears and sends outstanding accounts to collection per policy. The bank transactions are balanced daily to ensure that transactions are current and that errors can be found and resolved as quickly as possible.

Financial Reporting and Budgeting

Finance staff is required to close each month-end by reconciling balance sheet control accounts to their sub-ledger reports by the 25th of the following month. Unaudited financial variance reports are prepared monthly and unaudited quarterly financial operating statements are prepared for Council's approval. Audited financial statements must be approved by Council by April 30th annually. The annual budget process starts in September where department managers prepare their initial budget requirements and through a series of meetings and presentations the budget is approved by Council in December. The Town's operating budget is in excess of \$20 million dollars annually.

Portfolio, Grant, Asset Management, and Risk Management

The Town's investment portfolio averages \$13 Million made up of short and long-term investments. Investment accounts are reviewed by the audit committee quarterly. The Town receives annual grants from both the Provincial and Federal governments for capital and operating projects. Each grant requires a statement of expenditures to be completed and submitted annually.



Finance and Customer Care			
	2019 Approved	2020	2021
Revenues			
Net taxes	-	-	-
Sales to other governments	-	-	-
Sales and user fees	11,000	11,000	11,000
Licenses and permits	102,600	103,100	103,100
Other revenues	1,500	1,500	1,500
Total Revenues	115,100	115,600	115,600
Expenses	2019 Approved	2020	2021
Salaries, wages and benefits	718,766	832,849	858,346
Contracted and general services	239,667	232,734	241,030
Purchases from other governments	75	75	100
Materials, goods and supplies	17,200	17,700	17,900
Bank charges and interest	3,200	3,200	3,200
Amortization	8,461	8,879	8,879
Other expenditures	1	1	1
Total Expenses	987,370	1,095,438	1,129,456
From reserves	-	-	-
To reserves	-	-	-
Total interfund- transfers	-	-	-
Net Budget	- 872,270	- 979,838	- 1,013,856
Budget Change		107,568	34,018
Percentage Change		12.33%	3.47%

*Note: Amortization Expense to be included in budget but not funded

The increases in this department's budget is driven by the proposed Capital Accountant to replace the contracted position which is no longer cost effective.

Overall Budget Increase	Rationale/ Link to Strategic Plan
Step Increases for Management and CUPE staff (2020 and 2021)	COLA increase and increases due to CUPE contract settlement
Capital Accountant (2020 ongoing)	To replace the contracted position which is no longer cost effective. Bringing it in-house will assist the Town in meeting all the Asset Management requirements.



Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: 2019 - 2023 Draft Capital Projects	
Recommendation:	<p>That Council accepts the 2019 amended and 2020– 2023 proposed Capital project list presentation for information purposes.</p> <p>Further, that Council considers identifying the Capital projects for inclusion in the 2019 – 2023 Capital Budget.</p>
Background:	<p>Management has prepared a 2019 amended capital project list and the 2020 – 2023 draft capital project list for Council’s consideration.</p> <p>Administration is looking for Council’s approval of the proposed capital projects in order to determine which projects will be funded by grants, reserves and /or debt.</p> <p>At this meeting, Administration is looking for Council to identify the 2019 – 2023 projects they want to move forward with.</p> <p>Administration is looking forward to Council’s deliberation on the 2019-2023 Draft Capital Budget.</p>
Legislation / Authority:	Section 245 of the MGA
Strategic Plan Alignment:	Define and Practice Good Governance
Financial Implication:	Provides the authorization for the municipality to operate in the next fiscal year
Service Level / Staff Resource Implication:	N/A
Justification:	Council must adopt a 5 year capital plan as per the MGA



Alternative(s):	That Council requests Administration to provide additional information.
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Attachment(s):	2019 - 2023 Capital Projects
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APPROVALS:	
Originated By:	John Orwa
Chief Administrative Officer (CAO) or Designate:	

2019 - 2023
Capital Budget



2019 Approved Capital Projects (Approved Jan 8, 2018)

<u>Engineering and Public Works</u>	<u>Departments</u>	<u>Approved</u>	<u>Amended</u>	<u>Variance</u>	
Arena /Community center/Admin Building parking lot	Roads & Walks	\$ 350,000	\$ -	\$ -350,000	Move to 2020
Tractor Replacement	Roads & Walks	\$ 140,000	\$ 140,000	\$ 0	
Downtown Bulbout	Roads & Walks	\$ 200,000	\$ -	\$ -200,000	Move to 2020
48th Street Parking Confederation Park	Roads & Walks	\$ 170,000	\$ -	\$ -170,000	Move to 2020
Eureka Industrial Subdivision Phase 3B Option 2 Engineering & Construct	Roads & Walks	\$ 102,000	\$ -	\$ -102,000	Move to 2021 depending on Lot sales
Street Sweeper	Roads & Walks	\$ 210,000	\$ 210,000	\$ 0	
Tandem Dump Truck	Roads & Walks	\$ 153,000	\$ 153,000	\$ 0	
Zero Turn Mower	Storm Water	\$ 23,000	\$ -	\$ -23,000	Replaced with 3/4 ton Truck for 40,000
Admin Building Electrical Panel Upgrades	Facilities Maintenance	\$ -	\$ 15,000	\$ 15,000	Addition
BNR Plant Primary & Secondary Clarifier Re-Build	Waste Water	\$ 225,000	\$ 225,000	\$ 0	
Upgrade High Lift Pumps to VFD Rated Motors	Water Sup & Dist	\$ 200,000	\$ 200,000	\$ 0	
CO2 Installation at Water Treatment Plant	Water Sup & Dist	\$ 450,000	\$ 440,000	\$ -10,000	
52nd Ave 49th St. and 52nd St. Cast Iron Replacement	Water Sup & Dist	\$ 840,000	\$ -	\$ -840,000	Move to 2022
52nd Street Sanitary & water line Replacement	Waste Water	\$ -	\$ 982,000	\$ 982,000	
Upgrade Generator at WTP	Water Sup & Dist	\$ 400,000	\$ 400,000	\$ 0	
East Industrial Storm	Storm Water	\$ 6,130,000	\$ 7,400,000	\$ 1,270,000	(6,130,000 was approved for 2018)
56 St Storm Water Improvements	Storm Water	\$ -	\$ 3,310,000	\$ 3,310,000	
North Pump Station Upgrades	Water Sup & Dist	\$ 350,000	\$ 400,000	\$ 50,000	(350,000 was approved for 2018)
Water Meter Replacement Program	Water Sup & Dist	\$ -	\$ 50,000	\$ 50,000	
1/2 Ton Crew Cab	Roads & Walks	\$ -	\$ 37,000	\$ 37,000	
3/4 Ton Truck Crew Cab	Facilities Maintenance	\$ -	\$ 60,000	\$ 60,000	
3/4 Ton Truck Crew Cab	Waste Water	\$ -	\$ 40,000	\$ 40,000	
Stick Pivot Thumb Attachment for Excavator	Roads & Walks	\$ -	\$ 11,000	\$ 11,000	
Paint Shaker	Roads & Walks	\$ -	\$ 7,500	\$ 7,500	
Collection Carts - (Gabage, Recycling and Organics)	Roads & Walks	\$ -	\$ 25,000	\$ 25,000	
<u>Recreation</u>					
Trout Pond Phase 3	Parks	\$ 300,000	\$ -	\$ -300,000	Moved to 2020
ATV Replacement 5-11	Sportsfields	\$ 15,000	\$ -	\$ -15,000	Moved to 2020 at \$27,000
Sod Cutter Unit 7-26	Parks	\$ 6,500	\$ 6,500	\$ 0	
4th Ball Diamond	Parks	\$ 250,000	\$ 250,000	\$ 0	
Kiwanis Playground	Parks	\$ 50,000	\$ -	\$ -	
Truck Replacement Unit 1-19	Parks	\$ 35,235	\$ 35,235	\$ 0	
Cemetery Mower Replacement Unit 5-14	Cemetery	\$ 15,000	\$ 15,000	\$ -	
Auditorium Facility Modernization & Mechanical System	Auditorium	\$ -	\$ 575,000	\$ 575,000	moved from approved 2018
<u>Information Technology</u>					
Diamond Software Version Upgrade	IT	\$ 10,000	\$ 10,000	\$ 0	
Disaster Recovery Improvements	IT	\$ 25,000	\$ 25,000	\$ 0	
Wireless Service Upgrade	IT	\$ 30,000	\$ 30,000	\$ 0	
Annual Hardware Replacement	IT	\$ 195,500	\$ 168,000	\$ -27,500	Decrease due to leased copiers
<u>Police</u>					
Security Monitoring System	Police	\$ 50,000	\$ -	\$ -	This was moved to 2018
Annual Police Car Replacement	Police	\$ 50,000	\$ 55,000	\$ 5,000	
Virtualization Project	Police	\$ -	\$ 30,000	\$ 30,000	
Alarm Detector Replacement	Police	\$ -	\$ 7,500	\$ 7,500	
<u>Fire</u>					
Command Unit	Fire	\$ 45,000	\$ 45,000	\$ -	
<u>Subdivision & Land Development</u>					
Land Purchase for 56 Ave Extension	Subdivision & Land Develop	\$ -	\$ 120,000	\$ 120,000	
Total 2019 Capital Projects		\$ 11,020,235	\$ 15,477,735	\$ 4,557,500	

2020 Proposed Capital Projects

<u>Engineering and Public Works</u>	<u>Departments</u>	<u>Cost</u>
Surface Works - Main	Roads & Walks	\$ 425,000
56 Ave Road Extention	Roads & Walks	\$ 2,824,000
Arena /Community center/Admin Building parking lot	Roads & Walks	\$ 350,000
Downtown bulbout - 52nd street and 48th ave Bulbout	Roads & Walks	\$ 250,000
50th Avenue and 56th street bulb out (Police station)	Roads & Walks	\$ 34,000
48 ST Parking Confederation Park	Roads & Walks	\$ 170,000
Admin Building Bathroom Renovation	Facility Maintenance	\$ 200,000
53 Ave Parking Stalls	Roads & Walks	\$ 110,000
56 Ave Sidewalk	Roads & Walks	\$ 76,000
Wastewater Forcemain Flushing Vault	WW Treat & Disp	\$ 250,000
62nd Ave Cast Iron Replacement from 50 Street to 54 Street	Water Sup & Dist	\$ 1,150,000
Water Meter Replacement Program	Water Sup & Dist	\$ 50,000
Commercial Garbage Truck (updated cost)	Waste & Collection	\$ 350,000
Commercial/Industrial, Multi-Family Bins	Waste & Collection	\$ 50,000
1/2 Ton Truck	Water Sup & Dist	\$ 30,000
Service Truck	Water Sup & Dist	\$ 60,000
Tool-Cat (on trade-in program)	Roads & Walks	\$ 85,000
Hydraulic Compactor Attachment for Excavator	Roads & Walks	\$ 45,000
Zero Turn Mower	Storm Water	\$ 17,000
<u>Recreation</u>		
Community Centre Roof Repair	Arena	\$ 405,000
Trout Pond Phase 3	Parks	\$ 300,000
Mower Replacement Unit 5-12	Sportsfields	\$ 18,000
Rototiller Replacement Unit 6-03	Sportsfields	\$ 20,000
Bleacher Replacement	Sportsfields	\$ 16,000
Kubota ATV 4X4 Replacement Unit 5-11	Sportsfields	\$ 27,000
Small Ice Arena Upgrade	Arena	\$ 1,600,000
<u>Information Technology</u>		
Server Upgrades	IT	\$ 60,000
Cloud Adoption	IT	\$ 30,000
Annual Hardware Replacement	IT	\$ 94,900
GIS In-House	IT	\$ 20,000
<u>Police</u>		
Itoxiyzer	Police	\$ 15,000
Annual Car Replacement	Police	\$ 55,000
<u>Fire</u>		
Thermo Image Camera	Fire	\$ 10,000
Firehall-(Construction +land)	Fire	\$ 5,600,000
<u>CAO</u>		
Records Management	CAO	\$ 80,000
Total 2020 Proposed Capital Projects		\$ 14,876,900

2021 Proposed Capital Projects

Engineering and Public Works	Departments		Cost
50th Street Sanitary Replacement (60 Ave - 64 Ave)	WW Treat & Disp	\$	2,960,000
Water Meter Replacement Program	Water Sup & Dist	\$	50,000
Grader (trade in existing grader)	Roads & Walks	\$	350,000
Tandum Dump Truck	Roads & Walks	\$	170,000
Landfill Loader	Landfill	\$	261,800
Shulti Tri-Deck Mower	Storm Water	\$	30,000
3/4 Ton Truck Ext/Cab	Roads & Walks	\$	38,000
Wood Chipper	Roads & Walks	\$	65,000
Collection Carts (Garbage, Recycling and Organics)	Waste & Collection	\$	25,000
Eureka Industrial Subdivision Phase 3B Option 2 Engineering & Construct	Roads & Walks	\$	3,600,000
Recreation			
Mower Replacement Unit 5-19	Parks	\$	20,000
Trout Pond Phase 4	Parks	\$	300,000
Information Technology			
Diamond Upgrade	IT	\$	10,000
Jeep Trade-In	IT	\$	50,000
Customer Relationship Management System	IT	\$	75,000
Hardware Evergreening	IT	\$	167,400
Police			
Generator Upgrade	Police	\$	75,000
Annual Car Replacement	Police	\$	55,000
Fire			
Command Unit 6-1	Fire	\$	50,000
Cemetery			
Row K Development	Cemetery	\$	85,000
Total 2021 Proposed Capital Projects		\$	8,437,200

2022 Proposed Capital Projects

Engineering and Public Works

	Departments		Cost
West Water Supply and Distribution	Water Sup & Dist	\$	5,400,000
Surface Works - Main	Roads & Walks	\$	425,000
64th Ave Asphalt Overlay Hwy 36 to 50th Street	Roads & Walks	\$	1,016,000
64th Ave Asphalt Overlay Hwy 864 to 50th Street	Roads & Walks	\$	906,000
52nd Ave 49th St. and 52nd St. Cast Iron Replacement	Water Sup & Dist	\$	840,000
Water Meter Replacement Program	Water Sup & Dist	\$	50,000
Residential Automated Side-Load Garbage Truck	Waste & Collection	\$	300,000
Commercial/Industrial, Multi-Family Bins	Waste & Collection	\$	50,000
1/2 Ton Truck Ext/Cab	Roads & Walks	\$	38,000
Service Truck	Facility Maintenance	\$	60,000
Snow Blower - loader attachment	Roads & Walks	\$	130,000
Multi-use System Tandum Truck	Roads & Walks	\$	180,000
Road Boss Grader - tractor attachment	Roads & Walks	\$	10,000
Sno-Push Blade loader attachment	Roads & Walks	\$	12,000
Zero Turn Mower	Storm Water	\$	18,000

Recreation

Trout Pond Phase 5	Parks	\$	250,000
Trailer Replacement Unit 4-06	Parks	\$	4,000
Mower Replacement Unit 5-02	Parks	\$	33,000
Mower Replacement Unit 5-21	Parks	\$	18,000
Tractor Replacement Unit 6-02	Parks	\$	70,000
Truck Replacement Unit 1-08	Sportfields	\$	38,000

Information Technology

Fleet Management System	IT	\$	75,000
Business Intelligence and Analytics System	IT	\$	25,000
Hardware Evergreening	IT	\$	173,700
Learning Management System	IT	\$	10,000

Police

Tasers	Police	\$	8,000
Annual Car Replacement	Police	\$	55,000
Pistol Replacement	Police	\$	25,000

Fire

SCBA	Fire	\$	250,000
Fire Hall Upgrade (Replace carpet & Paint)	Fire	\$	18,000

Total 2022 Proposed Capital Projects	\$	10,487,700
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2023 Proposed Capital Projects

Engineering and Public Works

	Departments	Cost
Southeast Storm Water Management Facility (stormpond)	Storm Water	\$ 7,530,000
56th Ave Cast Iron Water Main Replacement (52nd St. to 53rd St.)	Water Sup & Dist	\$ 415,000
56th Street Sanitary Replacement (62 Ave - 64 Ave)	WW Treat & Disp	\$ 510,000
56th Street Sanitary Replacement (54 Ave - 48 Ave)	WW Treat & Disp	\$ 2,000,000
Water Meter Replacement Program	Water Sup & Dist	\$ 50,000
Rubber Tire Excavator	Roads & Walks	\$ 280,000
3/4 Ton Truck Ext/Cab	Roads & Walks	\$ 39,000
Service Truck	Facility Maintenance	\$ 60,000
Flat Deck Trailer	Roads & Walks	\$ 14,000
Extended arm mower - excavator attachment	Storm Water	\$ 25,000
Sewer/Camera System. Remote controls	WW Treat & Disp	\$ 75,000
Collection Carts (Garbage, Recycling and Organics)	Waste & Collection	\$ 25,000

Recreation

Line Painter Replacement Unit 7-02	Sportfields	\$ 8,100
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Information Technology

Diamond Upgrade	IT	\$ 10,000
Human Resource Information System	IT	\$ 75,000
Hardware Evergreening	IT	\$ 135,100

Police

Annual Car Replacement	Police	\$ 55,000
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Fire

Thermo Image Camera	Fire	\$ 10,000
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Total 2023 Proposed Capital Projects	\$	11,316,200
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TOTAL for 5 years	\$	60,595,735
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Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: MNP Whistleblower Program	
Recommendation:	That Council approves the proposed MNP Whistleblower Program, as presented, and directs Administration to include the associated costs in the Operating Budget on a go-forward basis, starting in 2019.
Background:	<p>At their October 9, 2018 meeting, Council passed the following resolution: RES. 477/2018 MOVED by Councillor Tams that Council request that representatives from MNP LLP. to attend a Council meeting and provide details on the upgraded Whistleblower Proposal.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> <p>As requested, a representative from MNP will be presenting more information on their proposed Ethics Alert Hotline program.</p> <p>Further information on the benefits of whistleblower programs as provided by MNP is attached for Council's consideration.</p>
Legislation / Authority:	MGA Section 3
Strategic Plan Alignment:	Define and practice good governance
Financial Implication:	Should Council approve the Program, the cost will have to be included in upcoming budgets.
Service Level / Staff Resource Implication:	<p>As this program would be external to Town Administration, very little staff resources would be utilized. Reporting statistics may use minimal staff time.</p> <p>In the event of an ethics investigation, Administrative time to aid the investigation may be required.</p>



Justification:	Providing a whistleblower program gives the public, Administrative Staff, and Council an avenue to report on any wrongdoings or ethics violations committed by the Town of Taber. It also provides measures to counteract, investigate, or handle ethics issues so public trust in the government body is protected.
Alternative(s):	Council may request further information from MNP.

Attachment(s):	<p>2018 MNP Ethics Alert Fact Sheet</p> <p>Hotline and Reporting Mechanisms</p> <p>Elements of an Effective Whistleblower Hotline- Harvard Law Article Presentation</p>
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APPROVALS:	
Originated By:	Meghan Brennan
Chief Administrative Officer (CAO) or Designate:	

ETHICS ALERT SERVICES

Protect Your Business and Reputation by Fostering Integrity

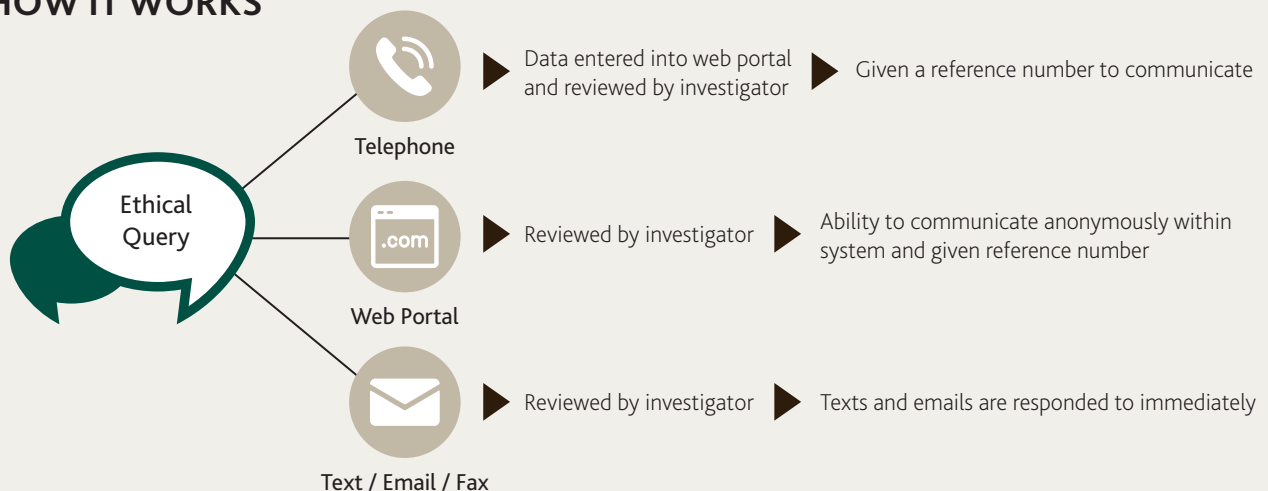
When a concern of misconduct arises, dealing with it swiftly and demonstrating integrity will protect your organization against financial and reputational harm.

MNP's Ethics Alert Services provides a secure, anonymous and easy-to-use channel for employees and other stakeholders to report incidents of unethical or irregular activity and to express their concerns or suggestions for improvement.

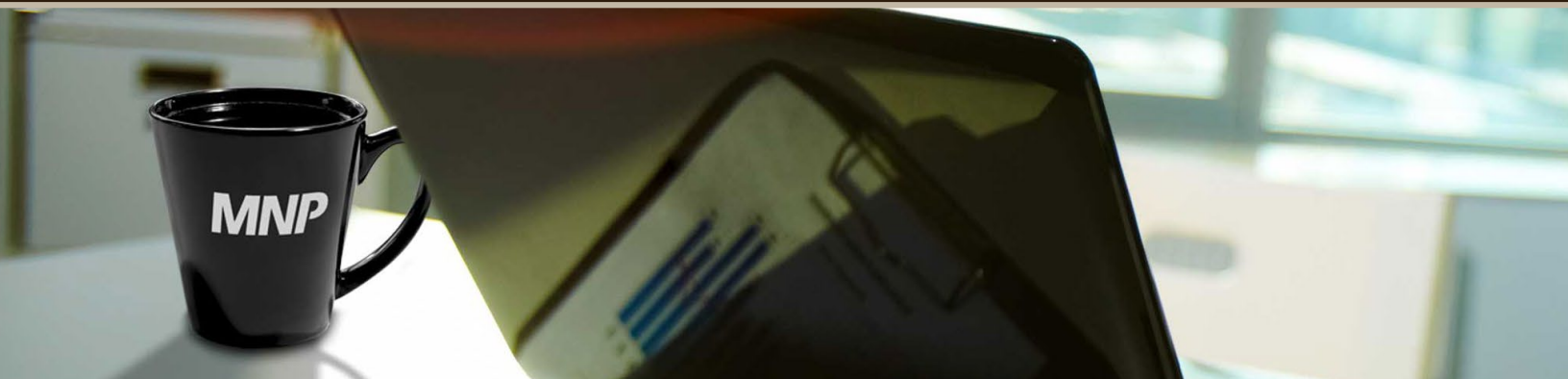
Address breaches and threats that can impact your organization, such as:

- Financial misconduct
- Theft and intellectual property theft
- Harassment
- Work health and safety
- Insider trading
- Governance complaints
- Conflict of interest
- Occupational fraud
- Corruption
- Substance abuse
- Discrimination
- Data breaches / data mining
- Business integrity

HOW IT WORKS



Continued on reverse ►



No matter the size of your organization, a reporting structure enhances early detection and offers you more time to effectively manage threats, mitigate damages and deter future events.

ADVANTAGES OF MNP'S ETHICS ALERT SERVICES

The program offers you vital insights that can be used to design more effective internal controls and promote accountability within your organization, while ensuring you are compliant with legal requirements.

By demonstrating your commitment to ethical organizational structure, you'll secure employee loyalty and gain greater consumer confidence.

EMPOWERING EMPLOYEES TO FEEL SECURE IN REPORTING

Employees may hesitate from reporting issues with fear of revealing their identity. We've ensured our program is secure, giving them the reassurance they need to report.

Accessible: Nearly half of all reports are made outside of business hours. Our platform is available 24 hours a day, 365 days a year. Bilingual, trained operators can receive tips and complaints day or night.

Independent: Reporters have the confidence to submit unethical or irregular activities because they know they're contacting an independent third party.

Confidential: Anonymous reporting gives employees and stakeholders confidence and ensures you are compliant with regulatory requirements.

Secure: Protecting sensitive information empowers reporters. MNP's whistleblower platform provides secure data storage to protect sensitive data.

MANAGING AND RESPONDING TO REPORTS

Our customized online portal provides increased flexibility to meet your organizational requirements. Our highly-trained staff provide:

- Comprehensive threat assessments and response planning
- Thorough follow-up, with every complaint reviewed by an experienced investigator
- Formal presentations of information obtained through whistleblower hotline to your audit committee and / or compliance officer

Installation is simple and easy: with no software installation required for the portal, there are no additional IT resources or staff required.

ABOUT MNP

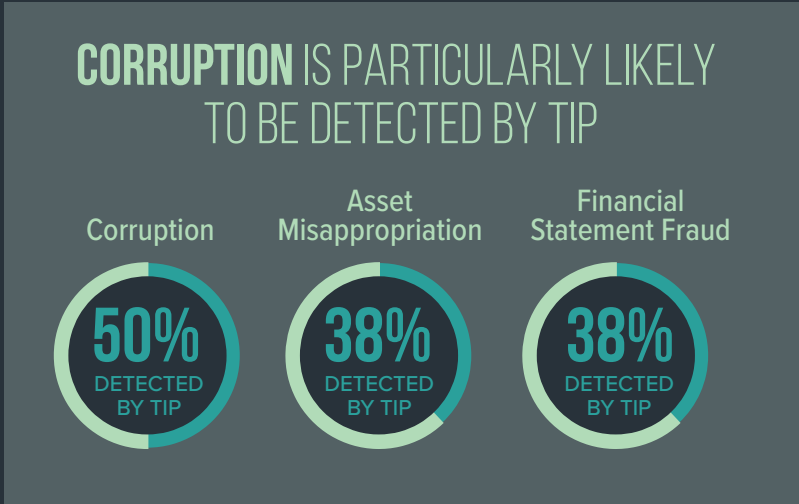
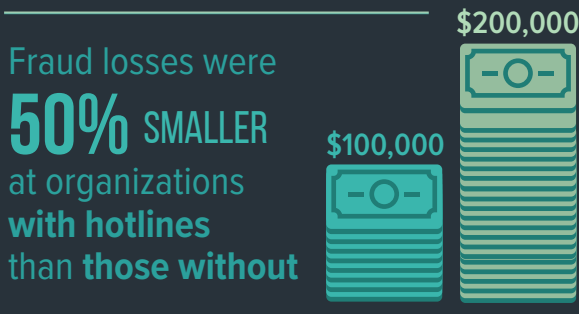
MNP is a leading national accounting, tax and business consulting firm in Canada. We proudly serve and respond to the needs of our clients in the public, private and not-for-profit sectors. Through partner-led engagements, we provide a collaborative, cost-effective approach to doing business and personalized strategies to help organizations succeed across the country and around the world.

For more information on setting up an Ethics Alert Platform, contact Michael McCormack, CFI, Investigative and Forensic Services at 780.733.8673 or michael.mccormack@mnp.ca



HOTLINES AND REPORTING MECHANISMS

The presence of a hotline or other reporting mechanism affects how organizations detect fraud and the outcome of the case.



Organizations **without hotlines** were more than **TWICE AS LIKELY** to detect fraud by accident or by external audit

Telephone hotlines are most popular, but whistleblowers use various reporting mechanisms

Telephone hotline



Email



Web-based/
online form



Mailed letter/form



Other



Fax



NOT ALL TIPS COME THROUGH HOTLINES

When a reporting mechanism is not used, whistleblowers are most likely to report to:

DIRECT SUPERVISOR 32%

EXECUTIVE 15%

FRAUD INVESTIGATION TEAM 13%

COWORKER 12%

INTERNAL AUDIT 10%

Harvard Law School Forum on Corporate Governance and Financial Regulation

Elements of an Effective Whistleblower Hotline

Posted by Kobi Kastiel, Co-editor, HLS Forum on Corporate Governance and Financial Regulation, on Saturday, October 25, 2014

Tags: [Compliance & ethics](#), [Corporate culture](#), [Corporate fraud](#), [Internal control](#), [Misconduct](#), [Securities enforcement](#), [Whistleblowers](#)

More from: [Bill Libit](#), [Todd Freier](#), [Walt Draney](#), [Chapman](#)

Editor's Note: The following post comes to us from [Bill Libit](#), Chief Operating Partner concentrating in the corporate and securities area at Chapman and Cutler LLP, and is based on a Chapman publication by Mr. Libit, [Walt Draney](#), and [Todd Freier](#).

It has been reported that approximately two-thirds of companies in the U.S. are affected by fraud, losing an estimated 1.2% of revenue each year to such activity. [1] Indirect costs associated with fraud, such as reputational damage and costs associated with investigation and remediation of the fraudulent acts, may also be substantial. When and where implemented, an internal whistleblower hotline is a critical component of a company's anti-fraud program, as tips are consistently the most common method of detecting fraud. [2] Consequently, it is essential that companies consider implementing, if they have not already done so, effective whistleblower hotlines. [3] To the extent hotlines are currently in place, companies need to evaluate them to ensure that the hotlines are operating as intended and are effective in preventing and identifying unethical or potentially unlawful activity, including corporate fraud, securities violations and employment discrimination or harassment. This evaluation should be a key element of every company's assessment of its compliance and ethics program.

Benchmarking hotline data to that of its peers and industry should also be part of a company's compliance and ethics program evaluation and may provide valuable insight into the effectiveness of a company's whistleblower hotline. For example, a high volume of calls to a company's hotline (as compared to peers and its industry) may indicate that the company is experiencing significant compliance issues and potentially has an ineffective compliance and ethics program. Conversely, a high volume of hotline calls may suggest that the hotline is working as planned, that the company's compliance and ethics employee training program is effective, that there is greater awareness of the hotline and increased trust in the company's compliance department, and that the board of directors and management are setting the proper tone in reinforcing internal reporting mechanisms, including the hotline, and ethical culture. On the other hand, silence or a low volume of calls (as compared to a company's peers and its industry) may not necessarily imply that all is well at the company and unethical or unlawful conduct is not occurring but, to the contrary, may be indicative of an inadequate hotline and overall ineffective corporate compliance and ethics program.

It is more crucial than ever that companies have effective whistleblower hotlines as part of their corporate compliance programs so that employees (and other company stakeholders, such as vendors) are motivated to report suspected unethical or unlawful conduct internally and not incentivized to first turn to regulators. The Whistleblower Program established by the Securities and Exchange Commission (the "SEC") pursuant to the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 ("Dodd-Frank"), for example, like certain other federal government whistleblower programs, provides monetary incentives for individuals, including employees, to come forward and report possible violations of the federal securities laws to the SEC (the "SEC Whistleblower Program"). [4] Further, it is essential that companies implement an effective whistleblower hotline and incentivize employees to use such hotline, as the reporting of suspected wrongdoing internally first may provide a company with the opportunity to address and remedy the conduct or activity before it becomes unlawful or the company is required to report it to regulators. There is often a fine line between

unethical and unlawful conduct in the current regulatory environment and the reporting of suspected wrongdoing by an employee (or the company) to regulators may trigger a government investigation or shareholder suit (either of which may require lengthy, costly and resource-intensive actions by the company to defend).

To provide context as to the successes and potential monetary incentives of certain government whistleblower programs, this post first discusses the current state of the SEC Whistleblower Program. This post then (1) examines why employees may choose to avoid internal whistleblower hotlines in favor of reporting to regulators, such as the SEC, and (2) identifies certain practices that boards of directors and company management may consider to help facilitate whistleblower reporting internally and help implement an effective whistleblower hotline and reporting program.

Current State of the SEC Whistleblower Program

Under the SEC Whistleblower Program, eligible whistleblowers can potentially recover a reward equal to 10%–30% of the amount of any monetary sanctions collected that exceed \$1 million in actions brought by the SEC and related actions brought by other regulatory and law enforcement authorities. The SEC Whistleblower Program also prohibits retaliation by employers against employees who provide the SEC with information about possible securities violations, including accounting fraud, market manipulation, insider trading, misleading statements in public filings and misrepresentations in the sale of securities. Notably, the SEC Whistleblower Program does not require that employee whistleblowers report violations internally in order to qualify for an award. SEC rules do, however, add certain incentives intended to encourage employees to utilize their company's internal compliance and reporting programs when appropriate to do so. [\[5\]](#)

The SEC has received a high volume of hotline calls since the SEC Whistleblower Program became effective in 2011, with 3,238 calls received in fiscal 2013 (up from 3,001 in fiscal 2012). The most common complaint categories reported by whistleblowers in those calls involved fraud in corporate disclosures and financials, offering fraud and stock price manipulation. [\[6\]](#) The SEC has also exercised its authority under Dodd-Frank and brought a number of actions based upon those whistleblower tips. In fiscal 2013, the SEC issued 118 enforcement judgments and orders, which generated award payments of nearly \$15 million to whistleblowers. [\[7\]](#) More recently, in 2014, the SEC has awarded the following:

- in June, \$875,000 to two individuals for “tips and assistance” relating to fraud in the securities market (which represented 30% of the nearly \$3 million in sanctions the SEC collected in the enforcement action);
- in July, \$400,000 to a whistleblower who reported fraud to the SEC after the employee's company failed to address internally certain securities law violations;
- in August, \$300,000 to a company employee who performed audit and compliance functions and reported wrongdoing to the SEC after the company failed to take action when the employee reported it internally first; and
- in September, more than \$30 million (the SEC's largest whistleblower award to date) to an employee living in a foreign country who provided information about “an ongoing fraud that would have been very difficult to detect” and which led to a successful SEC enforcement action. [\[8\]](#)

Based upon the volume and increasing number of whistleblower tips to the SEC and the sizeable awards granted under the SEC Whistleblower Program to certain of the individuals providing those tips, companies should evaluate and determine the effectiveness of their internal compliance program, with a particular focus on their whistleblower hotline, to ensure that employees are encouraged and motivated to report suspected unethical or unlawful conduct by way of the company's hotline.

Reasons Why Employees May Choose to Avoid Internal Whistleblower Hotlines

Assessing the effectiveness of an internal whistleblower hotline (should such hotline exist) and addressing reasons why employees choose to avoid reporting tips by way of that hotline in favor of reporting to regulators should be an integral component of evaluating a company's compliance and ethics program. There are a number of reasons employees may avoid hotlines, such as the fear of retaliation (including dismissal, constructive discharge and loss of career advancement opportunities) or being labeled a “snitch” or “rat” and the fact that some company hotlines may only provide for the ability to actually blow the whistle and do not serve any additional function. [\[9\]](#) Further, employees may perceive that they do not have shared values with the company or that the “tone at the top” among the board of directors and management is not

one that promotes or rewards ethical behavior. Moreover, employees simply may not be aware of the hotline, how it works, the procedures involved, the ramifications of calling and making a report, or the various hotline-related protections provided to them, including the confidentiality of calls.

Considerations to Help Facilitate Whistleblower Reporting Internally and Implement an Effective Whistleblower Hotline and Reporting Program

To address reasons employees may be reluctant to use an internal whistleblower hotline and to help facilitate an effective whistleblower hotline and reporting program, boards of directors and management should consider the following:

- **Hotline as an integral part of company's corporate compliance and ethics program.** A whistleblower hotline is often a key component of an effective corporate compliance and ethics program. Research reveals that internal employee hotlines facilitate the detection of unethical or unlawful conduct, as tips are the most common detection method for suspected wrongdoing in companies with or without hotlines. In companies with an internal hotline, tips account for over half of all fraud detection versus only one-third of detections in companies with no internal hotline. Notably, the rate of discovering fraud "by accident" more than doubles when a company fails to offer a hotline. [\[10\]](#) Therefore, companies should review their internal compliance and for prompt identification and redress of suspected unethical or unlawful acts and provides management with the necessary tools to resolve such acts internally.
- **Anonymity and confidentiality.** Employees should be able to make whistleblower tips anonymously or, at the very least, confidentially, as research indicates that employees are more comfortable reporting suspected wrongdoing when such options are available. In 2013, 60% of internal fraud tips were reported anonymously. [\[11\]](#) Anonymous and confidential reporting mechanisms help foster a climate whereby company employees are more likely to report or seek guidance regarding potential or actual wrongdoing without fear of retaliation.
- **No retaliation.** Companies must emphasize when publicizing hotline reporting procedures that they will not and are prohibited by law from retaliating against employees who make whistleblower reports. The fear of retribution is generally strong among potential whistleblowers and such fear may adversely affect the effectiveness of the internal reporting process. Trust in a company's whistleblower processes, including making hotline reports without fear of retaliation, is essential to motivate employees to report suspected unethical or unlawful conduct internally. Further, in addition to the whistleblower anti-retaliation protections found in a number of federal statutes, most states also provide related protections that may apply.
- **Whistleblower incentives.** Companies should offer financial as well as non-financial reporting incentives, such as cash rewards or extra vacation days, for whistleblower reports that lead the company to identify suspected unethical or unlawful activity. Although the percentage of companies offering rewards for internal whistleblowers is estimated to be approximately 10%, external incentives (such as the SEC Whistleblower Program's financial rewards) may motivate employees to first report outside the organization. [\[12\]](#) A company may minimize external incentives by offering its own reporting programs, including hotlines, as well as their internal investigation procedures, and consider initiatives (e.g., a training program that identifies the areas that pose the most risks to the company) that actively promote those programs (emphasizing confidentiality and non-retaliation), simplify reporting procedures and attempt to make related policies more accessible and easy to understand. A company's hotline policy should be a clear, well-communicated written policy that allows reward/compensation system to internal whistleblowers for tips that identify unethical conduct, fraud and waste and those that save the company resources, for example, through workplace safety and process improvements.
- **Positive "tone at the top."** SEC Chair Mary Jo White recently commented that it is up to company directors, along with senior management under the purview of the board, to set the "all-important 'tone at the top' for the entire company." Setting the standard in the boardroom that good corporate governance and rigorous compliance are essential helps establish a strong corporate culture throughout a company. [\[13\]](#) Creating a culture in which internal reporting is valued and where tipsters are protected is essential to preventing and detecting suspected unethical or unlawful conduct. A positive tone from the top of a company may ease the stigma of utilizing a company hotline, making employees feel less intimidated when they decide whether to report to the internal hotline in the future. Also, a board's or management's effective and expeditious response to hotline calls will help facilitate

communicating a proper message to employees so they do not lose faith in the board or management and feel as though their only option is to report suspected wrongdoing to regulators. Further, senior management should praise whistleblowers who first report suspected unethical or unlawful conduct internally (versus to regulators) to reinforce that such action is encouraged and supported.

- **Educate, publicize and make hotline available.** Companies should ensure that their compliance and ethics program includes regularly educating employees on and publicizing the who-what-when-where-why-how of reporting suspected unethical or unlawful activity via the company's whistleblower hotline. A portion of the compliance department's budget should be dedicated to educating (e.g., on what types of activities or observations are appropriate for reporting and those that are not) and promoting the company's hotline. Certain compliance experts note that keeping a positive hotline message (for example, using words such as accountability, transparency, responsibility and citizenship as opposed to fraud, corruption, embezzlement, bribery and crime) may help alleviate psychological barriers that prevent or discourage tipsters from using the hotline. [14] Further, companies should make hotlines available 24 hours a day and 365 days a year. Employees may feel more comfortable reporting suspected wrongdoing outside of normal work hours to preserve anonymity.
- **Multiple uses for hotline, including a helpline.** Companies should expand the reasons an employee may contemplate calling the hotline, such as having the hotline also serve as a helpline, as this may alter the perception or negativity associated with hotlines and facilitate reducing the fear of calling and the associated stigma. For example, a company can encourage employees to use the hotline/helpline to receive interpretative guidance on provisions of the company's code of ethics, make efficiency and process improvement suggestions (which could potentially save the company resources through innovative employee ideas) or report quality control or workplace safety concerns. Further, board and management actions that help change the perception of using the company hotline may reduce the barriers an employee feels before reporting his or her first tip and, after such tip, the employee may be more readily inclined to report future suspected wrongdoing. Research reveals that employees who are repeat tipsters to the company's internal hotline have a higher rate of legitimate claims than first-time reporters. [15]
- **Record and analyze statistics.** Companies should use their hotlines as a tool for collecting and analyzing information on the company's overall internal compliance, reporting and ethics program. Data a company receives in connection with its whistleblower hotline should be reviewed by management with board oversight to monitor, among other metrics, the rate of employee hotline use, the company's record of following up on tips, whether claims are substantiated and the departments that are most frequently implicated in the reports.
- **Benchmark.** Companies should benchmark their compliance programs to internal (e.g., location, business units and departments) and external (e.g., peers and industry) data sources. Company data is often available by way of its internal or third-party hotline database, while peer and industry hotline data may be purchased from third-party providers. Hotline data benchmarking provides companies with comparative information to determine reporting patterns that are higher than, lower than or in line with peers and their industry, which information may suggest mistrust or misuse of the whistleblower hotline or be indicative of more serious company-wide compliance and ethics issues.
- **Hotline managed by third-party provider.** Whistleblower hotlines should be managed by independent third-party providers which, if so used by a company, should be well publicized to its employees. Employees tend to trust independently managed more than internally maintained hotlines. Further, third-party providers generally have more experience in managing whistleblower calls and may provide company boards and management with insightful hotline data, reports and analyses of the effectiveness of the hotline.
- **Allow multiple methods for submitting tips.** Employees should be allowed to submit whistleblower tips in multiple forms such as via U.S. mail, a designated website and a dedicated phone line. Depending on a number of factors (e.g., location, educational background, age and level of employment), employees may differ on their preferred method of reporting compliance concerns.
- **Evaluate, test and audit.** Hotlines, whether managed internally or outsourced to a third party, should be evaluated, tested and audited to ensure that the manner in which hotline calls are received, recorded and managed

is consistent, confidential, accurate and timely, and that the hotline is operating as intended by the board and management.

- **Educate other stakeholders and grant access to hotline.** Companies should expand trainings and dissemination of educational materials relating to their compliance and ethics program to include not only employees, but also other company stakeholders (such as vendors) and agents. Regularly educating other stakeholders and agents on the who-what-when-where- why-how of reporting suspected wrongdoing by way of the company's hotline may prove beneficial to the company through an increased number of substantiated hotline reports.

The quality of a company's internal compliance and reporting programs and how effectively they are communicated to employees may significantly impact whether a whistleblower first reports internally or approaches a regulator, such as the SEC. An effective whistleblower hotline is a good corporate governance practice, is essential to a company's successful corporate compliance program and in turn, the company's long- term success, and helps ensure that a silent hotline reflects the effectiveness of a company's compliance and ethics efforts and is not an indication of something more ominous.

Endnotes:

[1] *2013/2014 Global Fraud Report, Who's Got Something to Hide?*, Kroll (October 2013), at 12.

[\(go back\)](#)

[2] See *Report to the Nations on Occupational Fraud and Abuse, 2014 Global Fraud Study*, Association of Certified Fraud Examiners (2014), at 19 (noting that the top four ways organizations initially detect fraud are 42% by tips, 16% by management review, 14% by internal audit and 7% by accident).

[\(go back\)](#)

[3] The Sarbanes-Oxley Act of 2002 requires all publicly traded companies in the U.S. to establish a reporting function allowing for the confidential, anonymous reporting by employees of concerns regarding questionable accounting or auditing matters. To comply with this requirement, many companies have implemented an internal hotline. According to a 2011 report, 99% of surveyed publicly traded companies offer an anonymous hotline to employees as a means of reporting suspected unethical or potentially unlawful activity. *Dodd-Frank: Big Headlines, Not-So-Big Impact*, Society of Corporate Compliance and Ethics and Health Care Compliance Association (July/August 2011), at 4.

[\(go back\)](#)

[4] For additional information on the SEC Whistleblower Program, see the SEC's Office of the Whistleblower website, available at <http://www.sec.gov/about/offices/owb/owb-resources.shtml>.

[\(go back\)](#)

[5] Such incentives, for example, include (1) making a whistleblower eligible for an award if the whistleblower reports internally, the company informs the SEC about the violation and a successful SEC action ensues, (2) treating an employee as a whistleblower, under the SEC program, as of the date that employee reports the information internally, as long as the employee provides the same information to the SEC within 120 days and (3) providing that a whistleblower's voluntary participation in the company's internal compliance and reporting programs is a factor that can increase the amount of an award.

[\(go back\)](#)

[6] *U.S. Securities and Exchange Commission: 2013 Annual Report to Congress on the Dodd-Frank Whistleblower Program*, at 8.

[\(go back\)](#)

[7] *Id.* at 13 and 15.

[\(go back\)](#)

[8] SEC Press Release 2014-113 (June 3, 2014) and *Order Determining Whistleblower Award Claim*, SEC Release No. 72301, File No. 2014-5 (June 3, 2014); SEC Press Release 2014-154 (July 31, 2014) and *Order Determining Whistleblower Award Claim*, SEC Release No. 72727, File No. 2014-8 (July 31, 2014); SEC Press Release 2014-180 (August 29, 2014) and *Order Determining Whistleblower Award Claim*, SEC Release No. 72947, File No. 2014-9 (August 29, 2014); SEC Press Release 2014-206 (September 22, 2014) and *Order Determining Whistleblower Award Claim*, SEC Release No. 73174, File No. 2014-10 (September 22, 2014).

[\(go back\)](#)

[9] Some whistleblower hotlines are established for the sole purpose of reporting suspected unlawful activity. As discussed further below under “Considerations to Help Facilitate Whistleblower Reporting Internally and Implement an Effective Whistleblower Hotline and Reporting Program,” other hotlines also serve additional purposes, such as “helplines.”

[\(go back\)](#)

[10] *Report to the Nations on Occupational Fraud and Abuse, 2014 Global Fraud Study*, *supra* note 2, at 22.

[\(go back\)](#)

[11] *The 2014 Ethics and Compliance Hotline Benchmark Report*, NAVEX Global (March 2014), at 12.

[\(go back\)](#)

[12] *Report to the Nations on Occupational Fraud and Abuse, 2014 Global Fraud Study*, *supra* note 2, at 31.

[\(go back\)](#)

[13] SEC Chair Mary Jo White (Speech), Stanford University Rock Center for Corporate Governance, Twentieth Annual Stanford Directors’ College (June 23, 2014), discussed on the Forum [here](#).

[\(go back\)](#)

[14] See *Hotlines for Heroes: Making a Fraud Hotline Accessible and Successful*, *Fraud Magazine*, Janet M. McHard and Beth A. Mohr (July/August 2011), at 32.

[\(go back\)](#)

[15] See *The 2014 Ethics and Compliance Hotline Benchmark Report*, *supra* note 11, at 10 (reporting that first-time tipsters have a 35% substantiation rate versus 40% for repeat tipsters).

[\(go back\)](#)

Both comments and trackbacks are currently closed.



Whistleblower Hotlines – Ethics Alert

Presented by: Mike McCormack

Date: November 26, 2018

Hotlines

What is a hotline?

A hotline is a mechanism for a person, a stakeholder, employee or member of the public to report suspected acts of impropriety in an anonymous and confidential fashion.



Page 2

Confidential and anonymous

What's the difference?

- Anonymous means that the hotline does not collect any unique identifiers which would identify the caller eg the phone number or IP address; and,
- Confidential means that the vetted information will be provided to the organization only for the purpose of reporting ethical breaches

CONFIDENTIAL

Why Do We Need a Hotline?

- Set an ethical tone for the business.
- Manage risk for the company and its employees.
- Discourage misconduct and prevent fraud.
- Lets good people have a voice for their concerns.

Why Do We Need a Hotline?

- The average organization loses 5% of its revenue to fraud.
- Organizations tend to over rely on audits.
- Asset misappropriation is the most common offence.
- Corruption and kick-backs cause legal and reputational risks for businesses.
- Fraudsters typically display warning signs that they are engaging in illicit activity.

Report to Nations 2018 - Global Fraud Study

- Almost three times as many frauds were uncovered by tip than by any other method, including management review and audit.
- The ability to report fraud anonymously is key as employees fear reprisals.
- In organizations that had whistleblower hotlines, 42% of frauds were detected by tip, whereas, where there was no hotline, only 34% of frauds were detected by tip.
- Employees were the most common source of tips (50%).

Report to Nations (con't)

- Median duration for detecting frauds is 18-24 months.
- The presence of a fraud hotline enhances fraud detection and fosters more tips – 41% less costly.

Whistleblower Protection

Whistleblowers are protected in Canada. Employers who use employment related intimidation or retaliation against whistleblower now risk criminal liability as a result of section 425.1 of the Criminal Code



Public Interest Disclosure Act (2013)

Commonly referred to as the Whistleblower Protection Act

The purpose of the Act is to facilitate the disclosure and investigation of significant and serious matters in or relating to departments, public entities or offices of the Legislature, that an employee believes may be unlawful, dangerous to the public or injurious to the public interest

Public Interest Disclosure Act (2013)

- The law applies to the Alberta public service, provincial agencies, boards and commissions as well as academic institutions, school boards and health organizations.
- Creates the process for making disclosures and for the office to investigate and resolve complaints.

MNPs Ethic Alert

Ethics Alert services:

- We provide 24/7/365 service in both official languages;
- We provide multiple avenues to make reports;
- Callers may identify themselves if they wish;
- The hotline is based in Alberta with back up throughout Canada; and,
- Operators are provided with a series of questions provided by MNP

Reporting Avenues

MNP identified that different segments of employees are comfortable making their concerns known in different fashions. We offer:

- Telephone reporting, Fax line; and,
- E-mail reporting.

We now offer:

- Text line; and,
- Web portal.

Telephone reporting

MNP has engaged a Canadian based company to receive all calls. Those calls are entered into our web portal and sent to an investigator for follow-up.



Response from Contact Centre

updates@surecallcc.com | Michael McCormack 2:41 PM

MESSAGE FROM SURECALL CONTACT CENTRES

We removed extra line breaks from this message.

Date/Time: 8/14/2018 2:41:26 PM
 Agent: HELENR
 Calling About: All Other Clients
 Issue: Somebody Is Stealing Some Time Or Vacation Time
 Name: Anonymous N/A
 Home: 0000000000
 Work: 0000000000 Ext:
 Cell: 0000000000
 Relationship: Employee
 Nature of Matter: Theft of time
 Date & time Period: During the month of June 1-30 Involved Parties: Assistance Cao Judy Ferguson Where took place: At work Details about incident: They were on vacation from Jun 1-30 and didn't put in the vacation time and got full pay
 Evidence: Time Sheets
 Reported to: No
 Who Else: Properly the whole finance department on the time sheets
 Permission: No
 Best Time:
 Escalation: MESSAGE E-MAILED

~F4 to EMAIL MESSAGE~

Web portal

https://whistleblower.mnp.ca/mccormackstestsite

MNP Submission Portal

English

Welcome to the MNP Ethics Alert Submission Portal

Safe. Secure. Completely Confidential.

Company / Organization: **McCormacks Painting**

CONFIDENTIAL

All information provided to MNP is safe, secure and completely confidential. You get to decide how much information to provide. You will receive a submission reference number that can be used to anonymously communicate with MNP and track the status of your submission.

Do you have new information to report?

[Submit New Information](#)

Have you already submitted information? Enter your reference code:

[Login](#)

This confidential reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. Should you wish to remain anonymous you may do so, however you may choose to identify yourself so MNP LLP can contact you directly if additional details are required. In either case, your identity will not be revealed.

MNP LLP employees and members of the public are protected against retaliation as a result of having made in good faith, a complaint which the person reasonably believes to be valid.

MNP LLP strives to operate with the utmost integrity and, as such, your participation in reporting matters that you believe need to be drawn to our attention is greatly appreciated.

ACCOUNTING > CONSULTING > TAX
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Web portal

English ▾

CONFIDENTIAL

Company / Organization: McCormacks Painting

Ethics Alert Information Form

Organization ⓘ
McCormacks Painting

First Name **Last Name**

Position ⓘ

Primary Phone Number **Extension** **Phone Number Type**

Secondary Phone Number **Extension** **Phone Number Type**

Email Address

*** Nature of Matter** ⓘ
There is a problem with one of the managers at the office. They are signing up clients for their side business and giving them a discount

Start Date & Time ⓘ **End Date & Time** ⓘ

Names ⓘ
John McCormack is the owners cousin

Submission Instructions

- Fill in the form with as many details as possible. The following fields are required:
 - Nature of Matter
 - Start Date & Time
 - End Date & Time
- Provide us with means to contact you, if you wish to be contacted.
- Select **Choose File** to upload evidence about your submission.
- Read the **Privacy Policy** carefully.
- Submit** your issue.
- Keep the **Reference Code** that appears on your screen to access your issue and to answer MNP's questions.

Privacy Policy

This confidential reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. Should you wish to remain anonymous you may do so, however you may choose to identify yourself so MNP LLP can contact you directly if additional details are required. In either case, your identity will not be revealed.

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Web portal

Where ?

Downtown offices

*** Details** ?

This has been going on for a couple of weeks because John has a gambling addiction

Evidence ?

Attachment ?

Browse...

Reported to Others ?

No

Who Else? ?

Permission To Call ?

No

Preferred Method ?

-Select a value-

Best Time ?

None

Submit

complaint which the person reasonably believes to be valid.

MNP LLP strives to operate with the utmost integrity and, as such, your participation in reporting matters that you believe need to be drawn to our attention is greatly appreciated.



Web portal

The screenshot shows a web portal interface for MNP LLP. At the top left is the MNP LLP logo, and at the top right is a language dropdown menu set to "English". Below the header, the text "Company / Organization: McCormacks Painting" is displayed. A red "CONFIDENTIAL" stamp is positioned to the left of the main heading "Submission Confirmation". The main content area includes a "Thank you!" message, a confirmation that the submission was successful, and a reminder to remember a 16-character reference code: "d7e0 aa0d 630a 4b44". A button labeled "View your Submission" is provided. On the right side, there are two sections: "Submission Instructions" with a 6-step list, and "Privacy Policy" with a paragraph of text.

MNP LLP English ▾

Company / Organization: McCormacks Painting

CONFIDENTIAL

Submission Confirmation

Thank you!

Your submission was successful.

Remember your reference code for this submission

d7e0 aa0d 630a 4b44

We will try and get back to you as soon as possible

Use the 16-character reference code to login at a later date. It will allow you to view the status of your submission and allow you to provide additional information or file attachments.

[View your Submission](#)

Submission Instructions

1. Fill in the form with as many details as possible. The following fields are required:
 - **Nature of Matter**
 - **Start Date & Time**
 - **End Date & Time**
2. Provide us with means to contact you, if you wish to be contacted.
3. Select **Choose File** to upload evidence about your submission.
4. Read the **Privacy Policy** carefully.
5. **Submit** your issue.
6. Keep the **Reference Code** that appears on your screen to access your issue and to answer MNP's questions.

Privacy Policy

This confidential reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. Should you wish to remain anonymous you may do so, however you may choose to identify yourself so MNP LLP can contact you directly if additional details are required. In either case, your identity will not be revealed.

Web portal

Company / Organization: **McCormacks Painting****CONFIDENTIAL**

Submission Status

Case #: d7e0 aa0d 630a 4b44**Creation Date:** 8/13/2018 3:42:05 PM**Submission Status:** Received**Last Update:** 8/13/2018 3:42:05 PM

You may submit additional information to your Ethics Alert submission below.

Additional information ⓘ

Send

Additional Attachments (Max 4MB) ⓘ

Browse...

Upload

Submission Instructions

1. Fill in the form with as many details as possible. The following fields are required:
 - **Nature of Matter**
 - **Start Date & Time**
 - **End Date & Time**
2. Provide us with means to contact you, if you wish to be contacted.
3. Select **Choose File** to upload evidence about your submission.
4. Read the **Privacy Policy** carefully.
5. **Submit** your issue.
6. Keep the **Reference Code** that appears on your screen to access your issue and to answer MNP's questions.

Privacy Policy

This confidential reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. Should you wish to remain anonymous you may do so, however you may choose to identify yourself so MNP LLP can contact you directly if additional details are required. In either case, your identity will not be revealed.

Web portal

English ▼

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Safe. Secure. Completely Confidential.

Company / Organization: **McCormacks Painting**

All information provided to MNP is safe, secure and completely confidential. You get to decide how much information to provide. You will receive a submission reference number that can be used to anonymously communicate with MNP and track the status of your submission.

Do you have new information to report?

Submit New Information

Have you already submitted information? Enter your reference code:

d7e0 aa0d 630a 4b44

Login

This confidential reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. Should you wish to remain anonymous you may do so, however you may choose to identify yourself so MNP LLP can contact you directly if additional details are required. In either case, your identity will not be revealed.

MNP LLP employees and members of the public are protected against retaliation as a result of having made in good faith, a complaint which the person reasonably believes to be valid.

MNP LLP strives to operate with the utmost integrity and, as such, your participation in reporting matters that you believe need to be drawn to our attention is greatly appreciated.

ACCOUNTING > CONSULTING > TAX

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Web portal

Company / Organization: **McCormacks Painting**

CONFIDENTIAL

Submission Status

Case #: d7e0 aa0d 630a 4b44

Creation Date: 8/13/2018 3:42:05 PM

Submission Status: Received

Last Update: 8/13/2018 3:42:05 PM

You may submit additional information to your Ethics Alert submission below.

Additional information

Send

MNP\Michael.McCormack

8/14/2018 9:49:02 AM

Can you advise any further details for this case?

Additional Attachments (Max 4MB)

 Browse...

Upload

Submission Instructions

- Fill in the form with as many details as possible. The following fields are required:
 - Nature of Matter
 - Start Date & Time
 - End Date & Time
- Provide us with means to contact you, if you wish to be contacted.
- Select **Choose File** to upload evidence about your submission.
- Read the **Privacy Policy** carefully.
- Submit** your issue.
- Keep the **Reference Code** that appears on your screen to access your issue and to answer MNP's questions.

Privacy Policy

This confidential reporting program may be used for the report of a variety of ethics, integrity, and compliance issues. Should you wish to remain anonymous you may do so, however you may choose to identify yourself so MNP LLP can contact you directly if additional details are required. In either case, your identity will not be revealed.

Differences

Ethics Alert			
Prior		New	
Phone, fax and email		Phone, fax and email	Included
		Web portal and text	Included
		Integration of telephone reporting into web portal	Included
24/7/365 service both official languages	Included	24/7/365 both official languages	Included
		Additional languages on demand	Included
Reviewed by trained investigator	Included	Reviewed by trained investigator	Included
Reporting and quarterly reporting	Included	Reporting and quarterly reporting	Included
		Audit function to review on portal	Included
Collateral	Cost	Collateral	Included
Calls for service	\$400/hour	Calls for service	All included
Training	\$1,000	2 training sessions	Included
Annual cost	\$1000 implementation	Annual Cost	\$5,000 annually

What is included

- Full access to all reporting formats
- 2 sessions with your management and executive team on fraud and whistleblowers
- Collateral
- Unlimited calls in both official languages
- Collateral for the organization
- Quarterly reports and access to online web portal

Keys to success

As with the implementation of any program or policy, the key to success relies on the people implementing the strategy:

1. Communication and continual communication;
2. Trust and transparency;
3. Action by hotline and organization; and,
4. Communication.

Questions & Answers





Council Request for Decision	
Meeting Date: November 26, 2018	
Subject: Emergency Services Building Discussion	
Recommendation:	Council accepts the information provided by the Delegation regarding the Emergency Services Building, for information purposes.
Background:	Mr. Edwyn Ellingson has requested to speak to Council regarding the Emergency Services building. Presentation materials may be provided by Mr. Ellingson, however he has indicated that the majority of reports he will be referring to have already been previously distributed to Council through various Requests for Decision reports when this topic arises.
Legislation / Authority:	MGA, Section 3, Municipal Purposes.
Strategic Plan Alignment:	Continue the growth of Taber as a healthy and safe community.
Financial Implication:	This presentation has no financial implication at this time.
Service Level / Staff Resource Implication:	The service level will remain status quo.
Justification:	Mr. Ellingson has requested to make a presentation to Council.
Alternative(s):	Council could choose to ask Mr. Ellingson for additional information.



Attachment(s):	None.
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APPROVALS:	
Originated By:	Kerry Van Ham
Chief Administrative Officer (CAO) or Designate:	