TOWN OF
TABER

A - 4900 50 ST TABER, ALBERTA, CANADA T1G 1T1

TELEPHONE: (403) 223-5500 FAX: (403) 223-5530

A G E N D A

REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, JANUARY 18, 2021 AT 3:30 PM.

		MOTION
1. CALL TO ORDER		
2. ADOPTION OF THE AGENDA		**X**
3. ADOPTION OF THE MINUTES		
ITEM No.3.1	Minutes of Regular Meeting of Council: December 21, 2020	**X**
4. BUSINESS ARISING FROM THE MINUTES		
5. BYLAWS		
ITEM No.5.1	Proposed Library Board Bylaw 5-2020	**X**
6. ACTION ITEMS		
ITEM No.6.1	Proposed Capital Projects for 2021/22	**X**
ITEM No.6.2	Oldman Wastershed Council Funding Request	**X**
ITEM No.6.3	2020 Town of Taber Municipal Census	**X**
ITEM No.6.4	Telus Insights Project Proposal	**X**
ITEM No.6.5	Southwest Alberta Regional Skills Study Report	**X**
ITEM No.6.6	ORRSC Grant Application for Updated Orthophotography	**X**
ITEM No.6.7	Information for Council	**X**
ITEM No.6.8	Standing Item - Council Requests	**X**
7. DELEGATIONS		
8. MEDIA INQUIRIES		

TOWN OF
TABER

A - 4900 50 ST TABER, ALBERTA, CANADA T1G 1T1

TELEPHONE: (403) 223-5500 FAX: (403) 223-5530

9. CLOSED SESSION **X**

ITEM No.9.1 Proposed Lease Agreement Renewal: Night Hawk R.C. Flying Club
Closed Session to prevent disclosure of criteria developed for the purpose of contractual negotiations on behalf of a public body, and considerations that relate to those negotiations, in accordance with Section 25(1)(c): Disclosure harmful to economic and other interests of a public body, of the Freedom of Information and Protection of Privacy Act.

ITEM No.9.2 Proposed License Agreement Renewal: Tactical Paintball and Airsoft Association of Southern Alberta
Closed Session to prevent disclosure of criteria developed for the purpose of contractual negotiations on behalf of a public body, and considerations that relate to those negotiations, in accordance with Section 25(1)(c): Disclosure harmful to economic and other interests of a public body, of the Freedom of Information and Protection of Privacy Act.

ITEM No.9.3 Proposed Lease Agreement Renewal Taber Public Library
Closed Session to prevent disclosure of criteria developed for the purpose of contractual negotiations on behalf of a public body, and considerations that relate to those negotiations, in accordance with Section 25(1)(c): Disclosure harmful to economic and other interests of a public body, of the Freedom of Information and Protection of Privacy Act.

ITEM No.9.4 Discussion with Council
Closed Session to prevent disclosure that could reasonably be expected to reveal consultations or deliberations involving officers of a public body, in accordance with Section 24(1): Advice from officials, of the Freedom of Information and Protection of Privacy Act.

ITEM No.9.5 Additional Compensation for Staff
Closed Session to prevent disclosure that could reasonably be expected to reveal consultations or deliberations involving officers of a public body, in accordance with Section 24(1): Advice from officials, of the Freedom of Information and Protection of Privacy Act.

10. OPEN SESSION **X**

11. CLOSE OF MEETING **X**

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Minutes of Regular Meeting of Council: December 21, 2020

Recommendation:

Council adopts the minutes of the Regular Meeting of Council held on December 21, 2020, as presented.

Background:

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

Legislation / Authority:

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

Strategic Plan Alignment:

N/A

Financial Implication:

N/A

Service Level / Staff Resource Implication:

N/A

Justification:

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

Alternative(s):

Council adopts the minutes of the Regular Meeting of Council held on December 21, 2020, as amended.

Attachment(s): Minutes

APPROVALS:

Originated By:
Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____

MINUTES OF THE REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, DECEMBER 21, 2020, AT 3:35 PM, IMMEDIATELY FOLLOWING THE SUBDIVISION AUTHORITY MEETING AT 3:30 PM.

Mayor
Andrew Prokop

Councillors
Garth Bekkering
Jack Brewin (Via teleconference)
Carly Firth
Mark Garner
Joe Strojwas (Via teleconference)
Louie Tams

Chief Administrative Officer
Cory Armfelt

Staff
Alaa Abdel Khaliq
Phyllis Monks
Steve Munshaw
John Orwa
Gary Scherer
Kerry Van Ham (Via teleconference)

CALL TO ORDER

Mayor Prokop called the meeting to Order at 3:35 PM.

ADOPTION OF THE AGENDA

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

RES. 423/2020 MOVED by Councillor Firth that Council adopts the Agenda, as presented.

CARRIED UNANIMOUSLY

ADOPTION OF THE MINUTES

1) Minutes of Special Meeting of Council: November 2, 2020

C. Armfelt again presented the Minutes of the Special Meeting of Council held on November 2, 2020 to Council, and reviewed Section 194 Special Council Meetings of the *Municipal Government Act*, relating to Special Meetings and additions to the Agenda.

It was noted that these minutes were originally presented for Councils consideration at the November 23, 2020 Regular Meeting, but were not adopts at that time.

Council discussed Section 194 Special Council Meetings of the *Municipal Government Act*, if additions were able to be proposed for Special Meetings, Council Procedural Bylaw 20-2018, and how to reflect the minutes accordingly.

RES. 424/2020 MOVED by Councillor Strojwas that Council adopts the Minutes of the Special Meeting of Council held on November 2, 2020, as amended, to include the addition of Section 194 Special Council Meetings, Subsection 2 and Subsection 5 of the *Municipal Government Act*.

DEFEATED

RES. 425/2020 MOVED by Councillor Tams that Council adopts the minutes of the Special Meeting of Council held on November 2, 2020, as presented.

CARRIED

ADOPTION OF THE MINUTES – CONT'D

2) Minutes of Regular Meeting of Council: November 23, 2020

RES. 426/2020 MOVED by Councillor Bekkering that Council adopts the minutes of the Regular Meeting of Council held on November 23, 2020, as presented.

CARRIED UNANIMOUSLY

3) Minutes of Special Meeting of Council: November 30, 2020

RES. 427/2020 MOVED by Councillor Firth that Council adopts the minutes of the Special Meeting of Council held on November 30, 2020, as presented.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE MINUTES

None.

BYLAWS

1) Utility Bylaw 20-2020

J. Orwa, Director of Finance, presented proposed Utility Bylaw 20-2020 to Council.

RES. 428/2020 MOVED by Councillor Garner that Council gives First Reading to Utility Bylaw 20-2020, at this meeting.

CARRIED UNANIMOUSLY

RES. 429/2020 MOVED by Councillor Firth that Council gives Second Reading to Utility Bylaw 20-2020, at this meeting.

CARRIED UNANIMOUSLY

BYLAWS – CONT'D

1) Utility Bylaw 20-2020 – CONT'D

RES. 430/2020 MOVED by Councillor Tams that Council unanimously agrees to proceed to Third and Final Reading to Utility Bylaw 20-2020, at this meeting.

CARRIED UNANIMOUSLY

RES. 431/2020 MOVED by Councillor Garner that Council gives Third and Final Reading to Utility Bylaw 20-2020, at this meeting.

CARRIED UNANIMOUSLY

2) Bylaw 19-2020 - Long Term Borrowing - Chamber of Commerce: Building Project

J. Orwa presented proposed Long Term Borrowing – Chamber of Commerce Building Project Bylaw 19-2020 to Council, and noted the amendment to change "Alberta Capital Finance Authority" to "Treasury Board Finance" as a result of provincial departmental changes.

Mr. Orwa noted that Council had previously given First Reading to this Bylaw, and since that time, the appropriate advertising had taken place.

Council discussed the specifics of the proposed Bylaw.

RES. 432/2020 MOVED by Councillor Tams that Council gives Second Reading to Long Term Borrowing - Chamber of Commerce Building Project Bylaw 19-2020, as amended, at this meeting.

CARRIED UNANIMOUSLY

RES. 433/2020 MOVED by Councillor Garner that Council gives Third and Final Reading to Long Term Borrowing - Chamber of Commerce Building Project Bylaw 19-2020, at this meeting.

CARRIED UNANIMOUSLY

BYLAWS – CONT'D

3) Bylaw 21-2020 Lending Bylaw - Chamber of Commerce

J. Orwa presented proposed Lending Bylaw – Chamber of Commerce Bylaw 21-2020 to Council.

RES. 434/2020 MOVED by Councillor Firth that Council gives First Reading to Bylaw 21-2020 for the purpose of lending funds to the Taber Chamber of Commerce, at this meeting.

CARRIED UNANIMOUSLY

ACTION ITEMS

1) Public Auction Reserve Bid and Conditions of Sale

J. Orwa stated that due to delinquent property taxes, tax accounts 4150170, 4254260, 5049010, and 5855130 are now scheduled to proceed to the next step of the Tax Recovery Process, tax sale by public auction in accordance with Section 418(1) of the *Municipal Government Act*.

RES. 435/2020 MOVED by Councillor Tams that Council approves the following conditions pertaining to the March 8, 2021 tax sale of property tax accounts 4150170, 4254260, 5049010 and 5855130:

1) Attached values for each roll number to be set as the reserve bid (these being the assessed values as provided by the Town's Assessors); and,
2) Terms of the sale are 10% cash deposit, balance within forty-five (45) working days.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

2) Disposal of Municipal Documents - Planning & Economic Development

P. Monks, Director of Planning and Economic Development, presented proposed Planning and Economic Development Documents to be destroyed in accordance with Schedule A of the Retention of Municipal Document Bylaw No. 10-99.

RES. 436/2020 MOVED by Councillor Firth that Council approves the destruction of the documents identified in the attached list per the retention period identified in Schedule A of the Bylaw No. 10-99 Retention of Municipal Documents

CARRIED UNANIMOUSLY

3) Raw Water Pump Station Grant Funding

G. Scherer, Director of Engineering and Public Works, stated that Administration is requesting Council's support for a grant application for the New Intake and Pump Station at Chin Reservoir project under the Alberta Community Partnership (ACP) Program. He stated that under this funding the Town may receive $200,000.00 in a non-matching grant for the project to go towards engineering for detailed designs on the project.

RES. 437/2020 MOVED by Councillor Tams that Town of Taber Council supports the submission of a 2020/21 Alberta Community Partnership grant application in support of the Raw Water Pump Station at Chin Reservoir and is prepared to manage the grant project and related compliance requirements.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

4) Departmental Operational Plans

C. Armfelt stated in follow-up to previous levels of service discussions, and the recent Organizational Review, Administration has constructed departmental operational documents to provide to Council with in-depth information on departmental activities.

C. Armfelt presented the 2021 Departmental Operational Plans to Council.

Council discussed the 2021 Departmental Operational Plans.

RES. 438/2020 MOVED by Councillor Bekkering that Council endorses the 2021 Departmental Operational Plans in connection with the approved 2021 Operating and Capital Budgets.

CARRIED UNANIMOUSLY

5) Winter Road Maintenance Policy PS-PW-1

G. Scherer presented proposed Winter Road Maintenance Policy PS-PW-1 to Council.

C. Armfelt stated that in follow-up to the recommendations in the Organizational Review, Administration has revised the Winter Road Maintenance Policy and Procedure PS-PW-1 to ensure that Council is directing the level of service through the Policy to Administration.

RES. 439/2020 MOVED by Councillor Tams that Council approves the Winter Road Maintenance Policy PS-PW-1, as presented.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

6) Information for Council

C. Armfelt presented information to Council on the Town receiving the Minister's Award for Municipal Excellence with the Town's Lantic Inc. Wastewater Collaboration in the category of "Building Economic Strength."

C. Armfelt stated that the Town of Taber and the Municipal District of Taber had planned to host a joint public hearing on January 13, 2021 for the Intermunicipal Development Plan. He stated that due to current COVID-19 pandemic restrictions, the joint public hearing is no longer able to be held in person and would have to be held electronically if Council chooses to move forward with this date. He stated that Administration is recommending that Administration halt planning the public hearing for the Intermunicipal Development Plan, and wait until such a time that it is safe to move forward with an in-person event.

MOVED by Councillor Firth that Council defers the joint public hearing to a later date when COVID-19 restrictions would allow for an in-person event.

Councillor Bekkering suggested a friendly amendment that the motion include the wording "Intermunicipal Development Plan" when referring to the public hearing.

Councillor Firth accepted the friendly amendment.

RES. 440/2020 MOVED by Councillor Firth that Council defers the joint Intermunicipal Development Plan Public Hearing to a later date when COVID-19 restrictions would allow for an in-person event.

CARRIED UNANIMOUSLY

RES. 441/2020 MOVED by Councillor Tams that Council accepts the material received in this Agenda Item as information.

CARRIED UNANIMOUSLY

ACTION ITEMS – CONT'D

7) Department Reports

C. Armfelt presented the Department Reports to Council.

RES. 442/2020 MOVED by Councillor Bekkering that Council accepts the Department Reports for information.

CARRIED UNANIMOUSLY

8) Mayor and Councillor Reports (Verbal)

Mayor and Council provided their verbal reports.

RES. 443/2020 MOVED by Councillor Firth that Council accepts the Mayor and Councillor Reports for information.

CARRIED UNANIMOUSLY

9) Standing Item - Council Requests

C. Armfelt reviewed the Action Item Listing to Council.

Council discussed the upcoming Chief Administrative Officer performance evaluation and discussed hiring an independent outside agency to help Council complete a review and create a more effective review template.

MOVED by Councillor Tams that Council hires an outside agency to assist Council in doing a Chief Administrative Officer review in January/February 2021, and for the template to become the property of the Town of Taber for the Chief Administrative Officer evaluations.

Councillor Strojwas suggested a friendly amendment that the motion state the Audit Committee be responsible for selecting and hiring a company to complete this audit.

Councillor Tams accepted the friendly amendment.

ACTION ITEMS – CONT'D

10) Standing Item - Council Requests – CONT'D

Council further discussed hiring an independent outside agency, the anticipated costs, and the current CAMA Chief Administrative Officer evaluation template.

Councillor Tams amended his resolution to change "hire" to "investigate", and for the findings to come back to Council through the Audit Committee.

RES. 444/2020 MOVED by Councillor Tams that Council investigates an outside agency to assist Council in doing a Chief Administrative Officer review in January/February 2021, and for the template to become the property of the Town of Taber for the Chief Administrative Officer evaluations; and,

For the Audit Committee to be responsible for investigating and selecting a company to complete this audit, with findings coming to back to Council from the Audit Committee.

CARRIED

Council inquired about an update regarding the STAR Theatre Group from Administration.

C. Armfelt stated that Council directed Administration to include approximately $7,000.00 in the 2021 Capital Budget to have an overview look for the downtown building to see if it would be suitable, and to bring the findings back to Council once it was complete.

RES. 445/2020 MOVED by Councillor Bekkering that Council adjourn until 5:00 PM.

CARRIED UNANIMOUSLY AT 4:45 PM

Mayor Prokop reconvened the meeting at 5:00 PM.

DELEGATIONS

1) Recognition of Service: Federal Fire Service Medal Presentation to Steve Swarbrick

Chief S. Munshaw, Chief of the Taber Fire Department, introduced the Fire Services Exemplary Service Medal, which honours members of a recognized Canadian fire service who have completed 20-years of service, ten of which have been served in the performance duties involving potential risks, and provided the medal to Mayor Prokop to present to Captain Steve Swarbrick.

Mayor Prokop presented the Fire Services Exemplary Service Medal to Captain Steve Swarbrick.

RES. 446/2020 MOVED by Councillor Bekkering that Council recognizes, commends and congratulates Captain Steve Swarbrick for his 20-Year Federal Fire Service Exemplary Service Medal; and,

Council thanks Captain Swarbrick for his dedicated and long standing service to the citizens of the Town of Taber.

CARRIED UNANIMOUSLY

2) Recognition of Service: Canadian Volunteer Fire Service Association Medal Presentation to Clarence Bos

Chief S. Munshaw introduced the 30-Year Canadian Volunteer Fire Services Association, on behalf of the Canadian Volunteer Fire Services Association to recognize and honour individuals whose remarkable achieves in the fire service and community exemplifies outstanding performance, and provided the medal to Mayor Prokop to present to Chaplain Clarence Bos.

Mayor Prokop presented the 30-Year Canadian Volunteer Fire Services Association Medal to Chaplain Clarence Bos.

DELEGATIONS – CONT'D

2) Recognition of Service: Canadian Volunteer Fire Service Association Medal Presentation to Clarence Bos – CONT'D

RES. 447/2020 MOVED by Councillor Tams that Council recognizes, commends and congratulates Chaplain Clarence Bos for his 30-Year Canadian Volunteer Fire Service Association Medal; and,

Council thanks Chaplain Bos for his dedicated and long standing service to the citizens of the Town of Taber.

CARRIED UNANIMOUSLY

It was determined that the Delegation for Agenda Item 7.3) Economic Developers Alberta Award were not in attendance at this time, and Council moved forward with Agenda Item 7.4) Delegation: Ken McDonald Memorial Sporks Complex Concession.

4) Delegation: Ken McDonald Memorial Sports Complex Concession

T. Pickerell, President of the Kinsmen Club of Taber, and K. Bowman, representative of the Baseball and Softball Enhancement Society, presented a request to Council to continue improvements to Ken McDonald Memorial Sports Complex by building a concession in the middle of the four diamonds.

Council discussed the remaining capital funds from the 2019 Fourth Ball Diamond Project, and the proposed Concession Project.

MOVED by Councillor Garner that Council includes the Ken McDonald Memorial Sports Complex concession in the 2021 budget and begins preliminary plans for such a build.

Council discussed the proposed resolution.

Councillor Garner withdrew his previous resolution.

DELEGATIONS – CONT'D

4) Delegation: Ken McDonald Memorial Sports Complex Concession – CONT'D

RES. 448/2020 MOVED by Councillor Garner that Council directs Administration to enter into a construction licence agreement with the Kinsmen Club of Taber to grant fund the construction of a concession at the Ken McDonald Memorial Sports Complex in the amount of $100,000.00 for the building of a fourth ball diamond to be funded through Capital Reserves in 2021.

CARRIED UNANIMOUSLY

Council returned to Agenda Item 7.3) Economic Developers Alberta Awards at this time.

3) Economic Developers Alberta Awards

T. Lewington, Vice President of Economic Developers Alberta, introduced the Outstanding Young Professional Award from Economic Developers Alberta, which recognizes a young member of the profession in Alberta who demonstrates notable professional accomplishments to-date and shows great future potential, and provided the Award to Mayor Prokop.

Mayor Prokop presented the award to Ben Young, Economic Development Officer for the Town of Taber.

RES. 449/2020 MOVED by Councillor Tams that Council accepts this delegation for information; and,

Congratulates Mr. Ben Young on his award of Outstanding Young Professional from Economic Developers Alberta.

CARRIED UNANIMOUSLY

MEDIA INQUIRIES

None.

RES. 450/2020 MOVED by Councillor Tams that Council moves into Closed Session to prevent the disclosure of:

- Business interests of a third party in accordance with Section 16;
- Applicant personal information that is evaluative for the purpose of determining the applicant's suitability, in accordance with Section 19(1); and,
- Advice from officials in accordance with Section 24(1) of the *Freedom of Information and Protection of Privacy Act.*

CARRIED UNANIMOUSLY AT 5:23 PM

CLOSED SESSION

1) **Compost Facility**
Closed Session to prevent disclosure of advice from officials 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) Compost Facility: C. Armfelt, Chief Administrative Officer, P. Monks, Director of Planning and Economic Development, G. Scherer, Director of Engineering and Public Works, and Chief S. Munshaw, of the Taber Fire Department.

CLOSED SESSION – CONT'D

2) **TID Water Conveyance Agreement**
   Closed Session to prevent disclosure of advice from officials 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 9.2) TID Water Conveyance Agreement: G. Scherer, Director of Engineering and Public Works.

3) **TID East Taber Constructed Wetland Lease Agreement**
   Closed Session to prevent disclosure of advice from officials 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 9.3) TID East Taber Contstructed Wetland Lease Agreement: G. Scherer, Director of Engineering and Public Works.

4) **CUPE Memorandum of Settlement**
   Closed session to prevent business interests of third party in accordance with Section 16 of the *Freedom of Information and Protection of Privacy Act.*

Pursuant to Section 197(6) of the *Municipal Government Act*, the following member of Administration was in attendance in Closed Session for Agenda Item 9.4) CUPE Memorandum of Settlement: C. Armfelt, Chief Administrative Officer.

5) **Tax Penalty Waiver Request**
   Closed Session to prevent disclosure of advice from officials 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 9.5) Tax Penalty Waiver Request: C. Armfelt, Chief Administrative Officer, and J. Orwa, Director of Finance.

CLOSED SESSION – CONT'D

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

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.6) Board Appointment – Taber Municipal Police Commission: C. Armfelt, Chief Administrative Officer, and K. Van Ham, Administrative Services Manager.

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

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.7) Board Appointment – Municipal Library Board: C. Armfelt, Chief Administrative Officer, and K. Van Ham, Administrative Services Manager.

8) **Board Appointment – Development Authority (Municipal Planning Commission)**
Closed Session to prevent disclosure of applicant personal information that is evaluative for the purpose of determining the applicant's suitability, in accordance with Section 19(1) of the *Freedom of Information and Protection of Privacy Act.*

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.8) Board Appointment - Development Authority (Municipal Planning Commission): C. Armfelt, Chief Administrative Officer, and K. Van Ham, Administrative Services Manager.

CLOSED SESSION – CONT'D

9) **Board Appointment – Subdivision and Development Appeal Board**
Closed Session to prevent disclosure of applicant personal information that is evaluative for the purpose of determining the applicant's suitability, in accordance with Section 19(1) of the *Freedom of Information and Protection of Privacy Act.*

Pursuant to Section 197(6) of the *Municipal Government Act*, the following member of Administration was in attendance in Closed Session for Agenda Item 9.9) Board Appointment – Subdivision and Development Appeal Board: C. Armfelt, Chief Administrative Officer, and K. Van Ham, Administrative Services Manager.

OPEN SESSION

RES. 451/2020 MOVED by Councillor Firth that Council reconvenes into Open Session.

CARRIED UNANIMOUSLY AT 6:29 PM

RES. 452/2020 MOVED by Councillor Tams that Council accepts the Water Conveyance Agreement as presented and directs the Mayor and Chief Administrative Officer to sign the agreement.

CARRIED UNANIMOUSLY

RES. 453/2020 MOVED by Councillor Tams that Council accepts the East Taber Constructed Wetland Lease Agreement as presented and directs the Mayor and Chief Administrative Officer to sign the agreement.

CARRIED UNANIMOUSLY

RES. 454/2020 MOVED by Councillor Garner that Council directs the Mayor and Chief Administrative Officer to sign a new agreement with CUPE for the one year term of January 1st, 2021 to December 31st, 2021.

CARRIED UNANIMOUSLY

OPEN SESSION – CONT'D

RES. 455/2020 MOVED by Councillor Firth that Council does not waive the October 1, 2020 property tax penalty in the amount of $304.88.

CARRIED UNANIMOUSLY

RES. 456/2020 MOVED by Councillor Bekkering Council appoints John MacDonald to the Taber Municipal Police Commission for a two (2) year term to expire December 31, 2022; and,

Council appoints Martin Sorensen to the Taber Municipal Police Commission for a three (3) year term to expire December 31, 2023.

CARRIED UNANIMOUSLY

RES. 457/2020 MOVED by Councillor Tams that Council appoints Mukeshchandra Patel to the Municipal Library Board for a three (3) year term to expire December 31, 2023.

CARRIED UNANIMOUSLY

RES. 458/2020 MOVED by Councillor Strojwas that Council appoints Shawn Bethke to the Development Authority (Municipal Planning Commission) for a two (2) year term to expire December 31, 2022.

CARRIED UNANIMOUSLY

RES. 459/2020 MOVED by Councillor Firth that Council appoints Jillian Angermeier to the Subdivision & Development Appeal Board for a two (2) year term to expire December 31, 2022.

CARRIED UNANIMOUSLY

CLOSE OF MEETING

RES. 460/2020 MOVED by Councillor Tams that this Regular Meeting of Council is hereby Closed.

CARRIED UNANIMOUSLY AT 6:34 PM

_____
MAYOR

_____
CHIEF ADMINISTRATIVE OFFICER

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Proposed Library Board Bylaw 5-2020

Recommendation:

1. Council gives First Reading of the Library Board Bylaw 5-2020, as presented.
2. Council gives Second Reading of the Library Board Bylaw 5-2020, as presented.
3. Council gives unanimous consent to proceed to Third Reading of the Library Board Bylaw 5-2020.
4. Council gives Third and Final Reading of the Library Board Bylaw 5-2020, as presented.

Background:
The Library Board has requested changes to the current Library Board Bylaw 8-2011, to provide further clarity.

The changes have been highlighted in yellow on the attached proposed document. Highlighted changes also include formatting to current bylaw practices from Administration.

Legislation / Authority:
The *Municipal Government Act*
The *Libraries Act*
Library Bylaw 8-2011

Strategic Plan Alignment:
Define and Practice Good Governance.

Financial Implication:
There is no financial implication with this proposal.

Service Level / Staff Resource Implication:
There was municipal staff time, and board member time in constructing and proposing the amendments.

Justification:
To bring further clarity as requested by the Library Board.

Alternative(s):
Council could choose to not proceed with the proposed bylaw.

Attachment(s): Proposed Library Board Bylaw 5-2020
Current Library Board Bylaw 8-2011

APPROVALS:

Originated By:
Kerry Van Ham

Chief Administrative Officer (CAO) or Designate: _____

TOWN OF TABER
BYLAW NO. 5-2020

BEING A BYLAW OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ESTABLISHING A MUNICIPAL LIBRARY BOARD WITHIN THE TOWN OF TABER.

WHEREAS section 3 of the Municipal Government Act (Alberta, R.S.A. 2000, Chapter M-26, and amendments thereto) permits a Council to provide services or facilities that are necessary or desirable for all or a part of the municipality;

AND WHEREAS a Council of a Municipality, pursuant to the *Libraries Act*, Chapter L-11, Revised Statutes of Alberta 2000, and amendments thereto, provides for the establishment by a Municipality of a Municipal Library Board and for the appointment of a Library Board for the management of a Municipal Board;

AND WHEREAS the Council of the Town of Taber, in the Province of Alberta, deems it proper and expedient to establish a Municipal Library Board.

NOW THEREFORE Council of the Town of Taber in the Province of Alberta, duly assembled, hereby enacts as follows:

1.0 NAME OF THE BYLAW

This Bylaw may be sited as the "Library Board Bylaw."

2.0 DEFINITIONS

In this Bylaw:

Act	means the Libraries Act 1980 as amended;
Board	means the Town of Taber Municipal Library Board;
Council	means the Municipal Council of the Town of Taber in the Province of Alberta;
Town	means the Town of Taber, in the Province of Alberta;

MD of Taber means the Municipality of the Municipal District of Taber.

3.0 COMPOSITION OF THE BOARD

3.1 The Library Board shall consist of eight members:

3.1.1 six (6) members of which shall be appointed by Council from Citizens-at-Large, two (2) of which may be residents of the Municipal District of Taber; and

3.1.2 one (1) member shall be appointed from the Council of the Town of Taber; and

3.1.3 one (1) member shall be appointed from the Council of the Municipal District of Taber.

4.0 TERM

4.1 The Term of Office of the persons appointed to the Taber Municipal Library Board shall be as follows:

4.1.1 The one (1) member of the Town of Taber Council shall be appointed year to year in conjunction with the Organizational Meeting of Council held each year.

4.1.2 The one (1) member of the MD of Taber Council shall be appointed year to year in conjunction with the Organizational Meetings of both the Town of Taber and MD of Taber Councils held each year.

4.1.3 The members of the Board shall hold Office for three (3) years with all terms expiring on the 31st day of December.

4.1.4 At the end of each appointed members' three year term, should the citizen decide to further let their name stand, a new application for reappointment must be made to Council.

4.1.5 Each appointed member may, at the discretion of Council, be appointed for 3 consecutive appointments of 3 year terms totalling participation for 9 consecutive years.

4.1.6 If a member's term has expired and no successor is available, and for the purpose of obtaining and sustaining quorum, each appointed member shall remain in Office until a successor is appointed by Council.

4.1.7 Each appointed member who has been appointed to the Board for a total of 9 consecutive years may be reappointed by a 2/3 majority vote of the whole of Council for each term thereafter.

4.1.8 Any member of the Board may resign upon sending written notice to the Library Board, who will notify Council of the Town of Taber in writing, together with the letter of resignation. Council will then accept the letter of resignation and appropriate advertising for the vacancy will take place.

4.1.9 The date the resignation is received by the Library Board shall be the effective date of the resignation.

4.1.10 Any member of the Board may be removed by resolution of the Council of the Town of Taber.

4.1.11 If any member of the Board dies, resigns or otherwise ceases to be qualified as a member of the Board during the term, which he/she is appointed, the vacancy shall be filled as soon as possible thereafter and such appointment shall be effective only during the remaining term of the person vacating.

4.1.12 A member ceases to be a member of the Board when he or she:

4.1.1.1 fails to attend three (3) consecutive regular meetings of the Board, unless such absence is authorized by a resolution of the Board and recorded in the Minutes; or,

4.1.1.2 ceases to be a resident of the Town of Taber; or,

4.1.1.3 ceases to be a resident of the MD of Taber, in correlation to their original appointment as a resident of the MD of Taber; or,

4.1.1.4 is hired in any capacity with the Town of Taber.

5.0 MEETINGS

5.1 The Board shall hold at least four (4) regular meetings of the Board annually at a time and place designated by the Chairman.

5.2 Where extenuating circumstances arise and a Board resolution is required, the Board may, with the required signing of a waiver by a minimum of five (5) Board Members, hold a Special Meeting at a time convenient to members of the Board.

5.3 A majority of the members of the Board shall constitute a quorum.

5.4 At the first meeting of each year the members shall select a Chairman and a Vice-Chairman who shall act in the absence of the Chairman. Members of Council shall not be appointed as Chairman or Vice-Chairman.

6.0 POWERS AND DUTIES

6.1 The Board shall:

6.1.1 manage and control the Municipal Library;

6.1.2 organize, promote and maintain comprehensive Library services in the Municipality;

6.1.3 may co-operate with other boards and Libraries in the provision of those services;

6.2 prepare a budget and estimate of money to operate and manage the Library, which shall be approved in whole or in part by Council;

6.3 submit to the Town's Chief Administrative Officer (CAO) a budget and estimates by October 1st;

6.4 keep distinct and regular accounts of its receipts, payments, credits and

liabilities;

6.5 have such accounts audited by a person/firm approved by Council;

6.6 submit audit to Council immediately after completion;

6.7 report to Council on a regular basis as to Library needs as far as Library Buildings;

6.8 appoint and dismiss such Library Manager(s), Officers, and employees, as it deems fit;

6.9 notwithstanding the requirements of the foregoing, the Board may, in the interests of efficiency and economics earned, request the Council to have certain administrative duties carried out by the Town on behalf of the Board. The Council, by resolution, shall consider the request and provide a decision to the Board.

7.0 SECRETARY-TREASURER

7.1 The Office of Secretary-Treasurer of the Municipal Library Board is hereby constituted and may be filled by a Library Manager, or in the absence of a Library Manager a designate of the Library Manager. Neither the Library Manager nor their designate shall have voting privileges on the Board.

7.2 The Secretary-Treasurer shall:

7.2.1 notify all members and advisors of the Board of the arrangements for the holding of each regular and special meeting of the Board;

7.2.2 keep proper and accurate minutes of the proceedings of all meetings of the Board, true copies of which shall be filed with the Town Office as soon as possible after each meeting;

7.2.3 prepare a budget and estimate of money in conjunction with the Board;

7.2.4 keep distinct and accurate accounting of all receipts, payments, credits and liabilities.

8.0 LIMITATIONS

8.1 Unless authorized by Council neither the Board nor any member thereof shall have the power to pledge the credit of the Town in any manner whatsoever nor shall the Board or any member thereof have the power to authorize any expenditures nor appropriate or expend public monies in any manner whatsoever beyond those expenditures included in the Library Budget as approved by Council.

9.0 INTENTION OF TOWN COUNCIL

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.

10.0 RESCINDED OR AMENDED BYLAWS

Bylaw No. 8-2011 is hereby repealed in its entirety.

11.0 EFFECTIVE DATE

This Bylaw shall take effect on the day of the final passing and the signatures of the chief elected official and duly authorized designated officer thereof.

RES. READ a first time this ___ day of _____, ____.

RES. READ a second time this ___ day of _____, ____.

RES. READ a third time and finally passed this ____ day of _____, ____.

TOWN OF TABER

_____

MAYOR

TOWN OF TABER
BYLAW NO. 5-2020

_____

CHIEF ADMINISTRATIVE OFFICER (C.A.O)

TOWN OF TABER
MUNICIPAL LIBRARY BOARD
BYLAW 8-2011

BEING A BYLAW OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, TO ESTABLISH A MUNICIPAL LIBRARY BOARD

WHEREAS, a Council of a Municipality, pursuant to the *Libraries Act*, Chapter L-11, Revised Statutes of Alberta 2000, and amendments thereto, provides for the establishment by a Municipality of a Municipal Library Board and for the appointment of a Library Board for the management of a Municipal Board.

AND WHEREAS, the Council of the Town of Taber, in the Province of Alberta, deems it proper and expedient to establish a Municipal Library Board.

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, duly assembled enacts as follows:

1.0 NAME OF THE BYLAW

This Bylaw may be sited as the Town of Taber's "Library Board Bylaw."

2.0 DEFINITIONS

In this By-Law, unless another meaning is required by the context, the interpretation set out in the following subsections shall be used.

(a) **"Act"** means the Libraries Act 1980 as amended.

(b) **"Board"** means the Town of Taber Municipal Library Board.

(c) **"Council"** means the Municipal Council of the Town of Taber in the Province of Alberta.

(d) **"Town"** means the Town of Taber, in the Province of Alberta.

3.0 COMPOSITION OF THE BOARD

3.1 The Library Board shall consist of eight members:

a) six (6) members of which shall be appointed by Council from Citizens-at-Large, two (2) of which may be residents of the Municipal District of Taber; and

b) one (1) member shall be appointed from the Council of the Town of Taber; and

c) one (1) member shall be appointed from the Council of the Municipal District of Taber.

4.0 TERM

The term of Office of the persons appointed to the Taber Municipal Library Board shall be as follows:

(a) The one (1) member of the Council shall be appointed year to year in conjunction with the Organizational Meeting of Council held each year.

(b) The members of the Board shall hold Office for three (3) years with all terms expiring on the 31st day of December.

(c) At the end of each appointed members' three year term, should the citizen decide to further let their name stand, a new application for reappointment must be made to Council.

(d) Each appointed member may, at the discretion of Council, be appointed for 3 consecutive appointments of 3 year terms totalling participation for 9 consecutive years.

(e) Each appointed member shall remain in Office until a successor is appointed by Council.

(f) Each appointed member who has been appointed to the Board for a total of 9 consecutive years may be reappointed by a 2/3 majority vote of the whole of Council for each term thereafter.

(g) Any member of the Board may resign upon sending written notice to the Library Board, who will notify Council of the Town of Taber in writing, together with the letter of resignation. Council will then accept the letter of resignation and appropriate advertising for the vacancy will take place.

The date the resignation is received by the Library Board shall be the effective date of the resignation.

(i) Any member of the Board may be removed by resolution of the Council of the Town of Taber.

(j) If any member of the Board dies, resigns or otherwise ceases to be qualified as a member of the Board during the term, which he/she is appointed, the vacancy shall be filled as soon as possible thereafter and such appointment shall be effective only during the remaining term of the person vacating.

(k) A member ceases to be a member of the Board when he or she:

(i) fails to attend three (3) consecutive regular meetings of the Board, unless such absence is authorized by a resolution of the Board and recorded in the Minutes;

(ii) ceases to be a resident of the Town of Taber;

(iii) is hired in any capacity with the Town of Taber.

5.0 MEETINGS

(a) The Board shall hold at least four (4) regular meetings of the Board annually at a time and place designated by the Chairman.

(b) Where extenuating circumstances arise and a Board resolution is required, the Board may, with the required signing of a waiver by a minimum of five (5) Board Members, hold a Special Meeting at a time convenient to members of the Board.

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(d) prepare a budget and estimate of money to operate and manage the Library, which shall be approved in whole or in part by Council;

(e) submit to the Town's Chief Administrative Officer (CAO) a budget and estimates by October 1st;

(f) keep distinct and regular accounts of its receipts, payments, credits and liabilities;

(g) have such accounts audited by a person/firm approved by Council;

(h) submit audit to Council immediately after completion;

(i) report to Council on a regular basis as to Library needs as far as Library Buildings;

(j) appoint and dismiss such Library Manager(s), Officers, and employees, as it deems fit;

(k) notwithstanding the requirements of the foregoing, the Board may, in the interests of efficiency and economics earned, request the Council to have certain administrative duties carried out by the Town on behalf of the Board. The Council, by resolution, shall consider the request and provide a decision to the Board.

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The Secretary-Treasurer shall:

(a) notify all members and advisors of the Board of the arrangements for the holding of each regular and special meeting of the Board;

(b) keep proper and accurate minutes of the proceedings of all meetings of the Board, true copies of which shall be filed with the Town Office as soon as possible after each meeting;

(c) prepare a budget and estimate of money in conjunction with the Board;

(d) keep distinct and accurate accounting of all receipts, payments, credits and liabilities.

8.0 LIMITATIONS

Unless authorized by Council neither the Board nor any member thereof shall have the power to pledge the credit of the Town in any manner whatsoever nor shall the Board or any member thereof have the power to authorize any expenditures nor appropriate or expend public monies in any manner whatsoever beyond those expenditures included in the Library Budget as approved by Council.

9.0 Bylaw No. 3-2006 and Bylaw No. 9-2008 are hereby repealed in their entirety.

TOWN OF TABER
MUNICIPAL LIBRARY BOARD
BYLAW 8-2011

10.0 This Bylaw shall take force and effect upon the final reading thereof.

RES.302/11 READ a first time this 19th day of December, 2011.

RES.303/11 READ a second time this 19th day of December, 2011.

RES.305/11 READ a third time and finally passed this 19th day of December, 2011.

TOWN OF TABER

R. Bryant

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Proposed Capital Projects for 2021/22

Recommendation:

Council directs Administration to add the BF 80500 Rehabilitation, Transfer Station Road Rehabilitation and Taber Park Access Road (Trout Pond Road) (engineering only) to the 2021 Capital Budget; and

Further directs Administration to add Taber Park Access Road (Trout Pond Road) and 48th Street Parking projects to the 2022 Capital Budget.

Background:

Administration has recently assessed two road areas the Transfer station Road and Trout Pond Road with rehabilitations to both.

With the annexation of the transfer station and trout pond areas into the Town of Taber boundary, the road to the transfer station has deteriorated with no storm water controls and the trout pond road is in need of rehabilitation.

Administration is asking Council to consider the following capital projects for 2021/22:

1. The earth berm crossing the ravine is designated, through Alberta Transportation, as Bridge Culvert file # 80500. Administration has commissioned Bow Valley Bridge Services Ltd. to provide a condition assessment for the bridge. The culvert passing through the center of the berm needs replacement and rated as very poor condition. The estimated Structural Condition Rating is a 2 of the floor and consequently the culvert barrel rating is as per Alberta Transportation's Bridge Inspection & Maintenance Manual Table 13.3. With the project guardrails will be installed and improve the width of the road with storm water rip rap areas installed to control erosion. The terrain and grading have made the road vulnerable to rain and flooding events and the road condition is continuously eroding. This structure is critical to storm water runoff from the south and west sides of Taber. The culvert passing through the center of the berm needs replacement and rated as poor condition. Administration has applied for funding under the Strategic Transportation Infrastructure Program (STIP). The total cost for this rehab is $570,000, 75% funded through STIP $427,500 and the municipal portion 25% $142,500. This project will only move forward with Council's acceptance of the project for 2021. The bridge inspection is attached for Council's review.

2. The Waste Transfer Station Access Road was assessed by MPE Engineering. The project starts at the west side of the bridge structure and ends at the scale house gates approximately 0.9 km long. The road will be widened and a major component will be excavating storm ditches on each side to ensure proper drainage away from the roadway. The road is rated in poor condition and is at risk of becoming impassible during rain, flood events and snow melting. Administration has applied for funding under the Strategic Transportation Infrastructure Program (STIP). The total cost for this rehab is $1,040,200, 50% funded through STIP $520,100 and the municipal portion 50% $520,100. This project will only move forward with Council's acceptance of the project for 2021.

3. Taber Park Access Road (Trout Pond Road) Project has been identified that the user demand on the site is increasing faster than anticipated. The road was never constructed to any standards and mainly considered a graveled pathway. This project will provide all weather access to the park. The road to be constructed will start at the Town's Highway 864 intersection and end at the gates on the north end of the park. Approximately 1.0 km of paved road will be constructed. Administration has applied for funding under the Strategic Transportation Infrastructure Program (STIP). The total cost for this rehab is $1,427,000, 50% funded through STIP $713,500 and the municipal portion 50% $713,500. This project will only move forward with Council's acceptance of the project for engineering in 2021 and construction in 2022.

4. Finally, at the November 9th, 2020 Council meeting the capital plan was approved but there was a request from council for administration to look into the 48th Street Parking Project. Administration has brought this back for Council's review and acceptance into the 2021/22 capital budget. The estimated cost of the project is $170,000 but would supply much needed parking in the area adjacent to Confederation Park. This project will only move forward with Council's acceptance of the project for 2022.

Legislation / Authority:

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

Strategic Plan Alignment:

Strategic – Enhance Sense of Community

Goal – Continue the growth of Taber as a healthy and safe community.

Financial Implication:

Project Name	Project Year	Eng. Estimate	Funding Source	Funding Amount	Municipal Contribution
BF 80500 Bridge Rehab.	2021	$570,000	STIP 75%	$ 427,500	$ 142,500
Waste Transfer Station Access RD	2021	$1,040,200	STIP 50%	$ 520,100	$ 520,100
Taber Park Access RD Engineering only	2021	$100,000	STIP 50%	$ 50,000	$ 50,000
				Total for 2021	**$ 712,600**
Taber Park Access RD	2022	$1,327,000	STIP 50%	$ 663,500	$ 663,500
48th Street Parking	2022	$170,000	N/A	N/A	$ 170,000
				Total for 2022	**$ 833,500**

Service Level / Staff Resource Implication:
Staff will be managing the engineering and construction process.

Justification:
Provides safe roads to the transfer station and trout pond areas.

Alternative(s):

Council directs Administration to provide additional information on the proposed projects.

Council directs Administration to add the projects to 2023 capital budget for consideration.

Attachment(s):
Bridge Inspection Cover Letter
Bridge Inspection
Bridge Inspection Notice of Structural Element Rated 2
BF 80500 Cost Estimate
Transfer Station Road Cost Estimate & Dwg
Trout Pond Road Cost Estimate & Dwg
48th Street Proposed Parking

APPROVALS:

Originated By:
Gary Scherer

Chief Administrative Officer (CAO) or Designate: _____

114 Riverview Green, Cochrane, AB T4C 1K2
Phone: 403-851-9100 • Cell: 403-850-1330 • Fax: 403-851-9190
E-mail: bvbsltd@telus.net

December 21, 2020 File: Taber/MPE, BF 80500

Eric Dyson P.L. (Eng.)
Transportation Manager
MPE Engineering Ltd.
714 5 Ave S, Lethbridge, AB
T1J 0V1

Dear Eric;

Re: Level 1 BIM Inspection – BF 80500 Taber

Attached for your review is the Level 1 BIM report (original and data entered copies) and descriptive site photographs from the recently completed inspection of BF 80500 in the town of Taber.

In summary, our inspection found the culvert barrel to be in very poor condition, and future Level 1 BIM inspections are recommended to occur annually until the pipe is repaired or replaced.

We have completed inventory updates and data entry of the inspection report into AT's Bridge Information System (BIS) and we are currently waiting for AT to accept the reports in BIS. After acceptance the inspection report and photos will be scanned and uploaded into BIS for future use and reference.

Thank you for the opportunity to provide this service to MPE and the Town of Taber. Please contact me if you have any questions or require any further information.

Sincerely,

Garry Roberts
Bow Valley Bridge Services Ltd.

w/attachments
cc: Lisa DeBona, Eng. and Public Works – Town of Taber

Bridge Culvert Inspection

Bridge File Number	80500 -1 Bridge Culvert	Form Type	CUL1
Year Built	1986	Lot No.	5
Bridge or Town Name	TABER	Inspector Name	Calvin Roberts
Located Over	TRIBUTARY TO OLDMAN RIVER, 2.12.7, WATERCRS-ST	Inspector Class	BR CLS A
		Assistant Name	
Located On	LOCAL ROAD	Assistant Class	
Water Body Cl./Year		Inspection Date	15-Dec-2020
Navigabil. Cl./Year		Arrive Time	15:15
Legal Land Location	SW SEC 12 TWP 10 RGE 17 W4M	Depart Time	16:25
Longitude, Latitude	-112:11:02, 49:48:13	Data Entry By	Rose McRae
Road Authority	Taber	Data Entry Date	18-Dec-2020
Contract Main. Area	UNDEFINED CMA	Reviewer Name	Garry Roberts
Clear Roadway/Skew	9 /	Review Date	16-Dec-2020
AADT/Year	200 / 2020 (E)	Dept. Reviewer Name	
Road Classification	RLU 208G-60	Dept. Review Date	
Detour Length (km)		Follow-Up By	

Bridge Culvert Information

Number of Culverts		1						
Pipe #	Barrel	Span	Rise (or Dia.)	Type	Length	Corr. Profile	Pl./Slab Thickness	Shape
1	MAIN	-	1600	MP	30	125-26	3.5	ROUND
Special Features								
Special Features Comment								

Utilities (Located at)

Utility Attachments			
Telephone	South ROW	Gas	South ROW
Power		Municipal	
Others		Problem (Y/N)	No
Remarks	Could not confirm utilities - No visible markers		

Approach Road / Embankment

		Last	Now	Explanation of Condition
Horizontal Alignment		6	5	In sag with limited sight distance. Alignment is adequate for road usage.
Vertical Alignment		6	5	
Roadway Width (m)	9.200			
Embankment		8	5	Minor erosion gully at SW.
Sideslope (__:1)	2.0			
(Height of Cover(m) :)	3.8			
Guardrail (Y/N)	No			
Approach Road / Embankment General Rating		**6**	**5**	

Upstream End

Culvert Component		**Last**	**Now**	**Explanation of Condition**
Direction		S		
End Treatment (Concrete, Steel, Others, None)	NONE			
Headwall			X	
Collar			X	
Wingwalls			X	
(Shape :)				
Cutoff Wall			X	

Upstream End				
Culvert Component		**Last**	**Now**	**Explanation of Condition**
Bevel End			X	
Heaving (mm)				
Invert Above/Below Stream Bed	BELOW			Cannot confirm
Above/Below (mm)				
Scour Protection		7	4	Some loose rock.
(Type :) None				
(Avg. Rock Size(mm) :)				
Scour/Erosion		7	4	Scour on both sides of pipe - currently appears stable.
Beavers (Y/N)	No			
Upstream End General Rating		**7**	**4**	

Bridge Culvert Barrel				
Culvert Component		**Last**	**Now**	**Explanation of Condition**
(Pipe # : **1, Primary Span, Location Code: MAIN, Span (mm): , Rise (mm): 1600, Type: MP**)				
Barrel Last Accessible Date	15-Dec-2020			
Special Features				
Special Feature			X	
(Type :)				
Special Feature			X	
(Type :)				
Roof		7	4	R5 deforming due to lack of supporting backfill at floor and lower sidewall area.
Measured Rise (mm)	1465			
Measured At Ring No.	5			
Sag (mm)	135			
Percent Sag	8			
Sidewall		7	3	Minor voids along lower sidewall/haunch area . Lineal perforations affect ability of sidewall to transmit loads.
Measured Span (mm)	1644			
Measured At Ring No.	5			
Deflection (mm)	44			
Percent Deflection	3			
Floor		N	2	Severe lineal perforations full length at west side of R1 and several other areas along east side.
Bulge (mm)				
Measured At Ring No.				
Abrasion (Y/N)	No			
Circumferential Seams		7	3	All couplers perforated in haunch area with minor voids behind.
Separation (mm)	55			
Longitudinal Seams		X	X	
Total No. of Cracked Rings				
Total No. of Rings with Two Cracked Seams				
Min. Remaining Steel Between Cracks (mm)				
Proper Lap (Y/N)				
Longitudinal Stagger (Y/N)				
Coating		6	2	Alkali at isolated areas. Severe lineal perforations at floor.
Corrosion By Soil (Y/N)	Yes			
Corrosion By Water (Y/N)	Yes			
Camber POS/ZERO/NEG	ZERO			
Ponding (Y/N)	No			

Bridge Culvert Barrel

Culvert Component		Last	Now	Explanation of Condition
(Pipe # : **1, Primary Span, Location Code: MAIN, Span (mm): , Rise (mm): 1600, Type: MP**)				
Fish Passage Adequacy		X	4	Blockage: 0%. Perched outlet Substrate: 0% Backwater: 0% Pool Depth: 0cm
Baffle			X	
(Type :)				
Waterway Adequacy		7	6	
Icing (Y/N)	No			
Silting (Y/N)	No			
Drift (Y/N)	No			
Barrel General Rating		**7**	**2**	

Downstream End

Culvert Component		Last	Now	Explanation of Condition
Direction		N		
End Treatment (Concrete, Steel, Others, None)	NONE			
Headwall			X	
Collar			X	
Wingwalls			X	
(Shape :)				
Cutoff Wall			X	
Bevel End			X	
Heaving (mm)				
Invert Above/Below Stream Bed	ABOVE			
Above/Below (mm)	300			
Scour Protection		N	7	Perched/undermined outlet due to water flowing through perforations and below pipe.
(Type :) Rock				
(Avg. Rock Size(mm) :) 500				
Scour/Erosion		N	7	Erosion below outlet not related to lack of protection.
Beavers (Y/N)	No			
Downstream End General Rating		**6**	**7**	

Structure Usage

		Last	Now	Explanation of Condition
Channel (U/S and D/S)				
Alignment		6	4	90° bend at U/S causing bank erosion.
Bank Stability		7	4	Vertical and undercut banks at U/S due to poor alignment with pipe. Erosion potential.
HWM (m below Top of Culvert)				No HWM visible.
Drift (Y/N)	No			
Channel Bottom Degrading/Aggrading	DEGRADING			Channel is degrading below pipe due to perforations.
Beavers (Y/N)	No			
(Fish Compensation Measure 1 : **NONE**)				
(Fish Compensation Measure 2 : **NONE**)				
Channel General Rating		**7**	**4**	

Maintenance Recommendations

Completed Work	
Planned Work	

	Work Type	Status	Rec. Year	Target Year	Inspector Comments	Department Comments
NEW	INSTALL CONCRETE/STEEL LINING		2021		Current pipe dimensions may accommodate up to 1.4m Ø liner.	
NEW	OTHER ACTION		2021		Install concrete floor poured to 1/3 wall height, full length of pipe.	
NEW	REPLACE CULVERT		2021		Assess for repairs vs. replacement. Location may be suitable candidate to jack new pipe through fill due to HOC and road usage.	
	PLACE ADDITIONAL RIP RAP					
	REMOVE DRIFT ACCUMULATION					

Structural Condition Rating (Last/Now) (%)	**22.2/**	**Sufficiency Rating (Last/Now) (%)**	**64.5/**	Est. Repl. Yr	2023	Maint. Reqd. (Y/N)	Yes

Special Comments for Next Inspection	2 Rating Notification sent to Taber (Lisa DeBona) and AT South Region on December 15/20. Inspect annually until repaired or replaced.	Department Comments	HUC6 BOUNDARY: OLDMAN RIVER BELOW LETHBRIDGE; RISK ZONE: YELLOW

Previous Inspector's Name	Gerald Pahara	Previous Assistant's Name	
Next Inspection Date	15-Sep-2025	Previous Inspection Date	25-Feb-1988
Inspection Cycle (Default) (months)	12		
Comment			

BIM Inspection Contract – Notification of Structural Element Rated 2

Date:	December 15, 2020	**Bridge File No:**	80500
Location:	SE-12-10-17-W4M	**Road:**	Local Road
Town:	Taber	**Stream:**	Trib. to Oldman River
Subject:	**"2" Rating Notification of Structural Element**		
Structure Information:	1600 mm x 30.0 m I.L. MP Culvert		
Construction Date:	1986		

The December 15, 2020 Level 1 BIM inspection completed by Bow Valley Bridge Services found severe perforations in the floor of Rings 1 to 5. There are lineal perforations running the full length of the pipe along the west haunch, with lineal perforations in the east haunch along the full length of Ring 1, most of Ring 5 and several areas along the remaining rings.

This deficiency resulted in a 2 rating of the Floor and consequently the Culvert Barrel General Rating as per Alberta Transportation's Bridge Inspection and Maintenance (BIM) Manual – Table 13.3.

The extent and location of the lineal perforations has reduced the ability of the sidewalls to transmit loads into the surrounding backfill. Additionally, water is flowing through the perforations and actively eroding the soil below the floor and lower sidewalls causing minor voids that further the load transfer issues.

It is recommended that a concrete floor extending up the sidewalls be installed, or the pipe be lined with a smooth wall steel pipe liner of approximately 1400 mm diameter. In either case grouting of the voids in the surrounding backfill material would also be required. The U/S scour requires repair with clay seal material, pitrun and Class 1 rock. Alternatively the pipe could be considered for replacement with a new CSP culvert. It is also recommended that the current 57 month inspection cycle be reduced to annual inspections until the culvert is repaired or replaced. These recommendations have been included on the inspection report.

Reference photos are included with this Notification. The BIM report and photographs will be forwarded in the near future.

Inspected and Prepared by:

Calvin Roberts, C.E.T. & CI.A Inspector
Bow Valley Bridge Services

Reviewed By:

Garry Roberts
Bow Valley Bridge Services Ltd.

Sent to: Lisa DeBona, Public Works Supervisor, Taber, Eric Dyson, MPE Engineering
cc: Ubaid Khan, Bridge Manager, Tim Davies, Senior Bridge Technologist – AT Southern Region

1. Road alignment looking west on waste transfer road in Taber.

2. Road alignment looking east. Unknown utilities were in the process of being located and marked out during culvert inspection (flags on right shoulder).

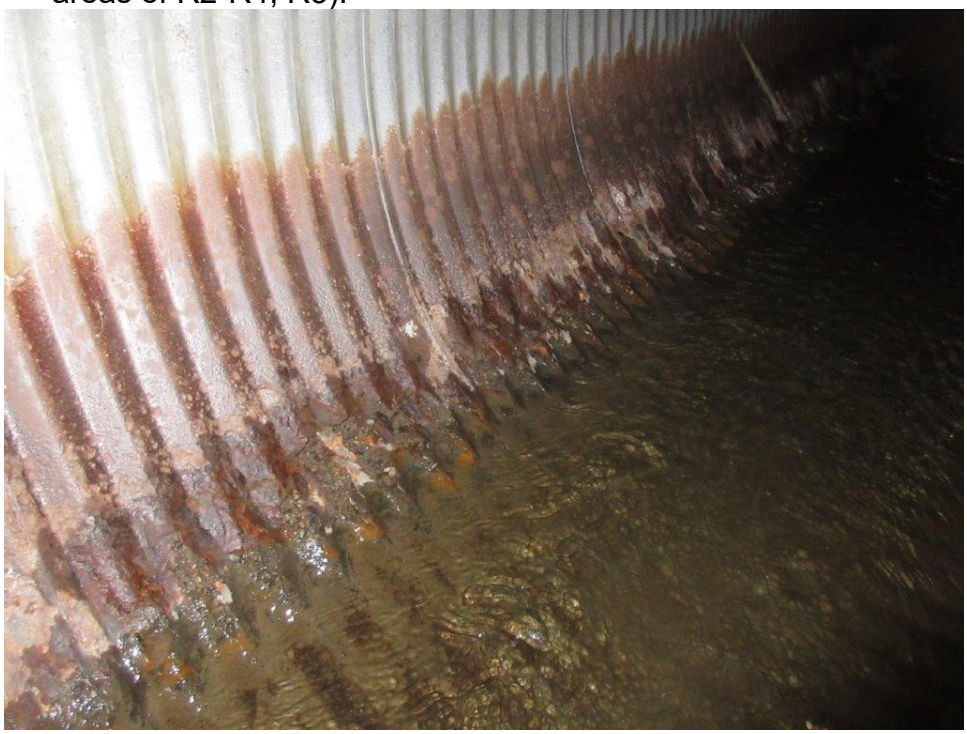
3. Channel alignment looking U/S south. Channel is poorly aligned to culvert causing localized erosion of the U/S banks.

4. Channel alignment looking D/S. Outlet area is well protected by Class 2 rock rip rap.

5. Looking north at inlet area. Minor erosion on both sides of the bevel currently appears vegetated and stable. Minimal rock protection.

6. Looking U/S through barrel from Ring 2 near inlet. Floor has severe lineal perforations occurring along both hunches (highlighted with orange paint).

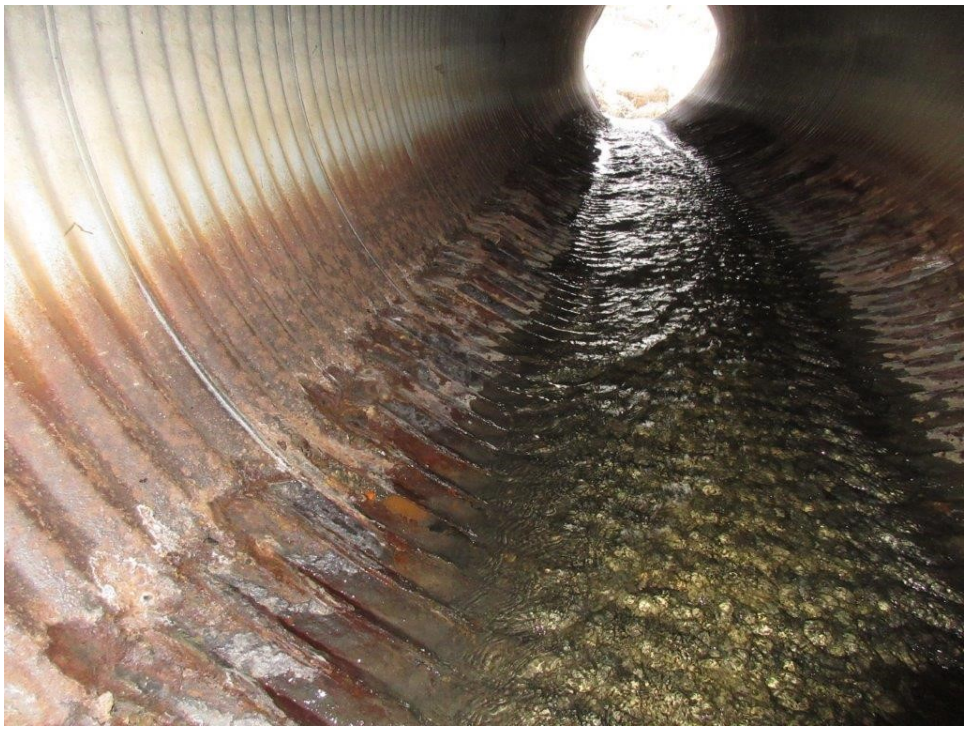
7. Lineal perforations are continuous for the entire length of the pipe (R1-R5) along the west haunch, and intermittent along the east side (R1 and isolated areas of R2-R4, R5).



8. Typical continuous lineal perforations along west haunch.

9. Lower haunch/sidewall area is starting to buckle near the perforated areas. There is also fill loss occurring as water flows through the perforations and into the surrounding soil.

10. Typical voids occurring at all circumferential seams where the coupler has fully perforated.



11. R5 floor and lower sidewall area is deforming due to a lack of supporting backfill material. Ability of the sidewalls to transmit loads has been reduced.

12. Visible backfill material and small voids at larger perforations in R4 and R5 along the west haunch.

13. Outlet area undermining is due to piping and loss of backfill material related to perforations in barrel. Scour protection at outlet is in good condition and suitable for reuse.

14. Minor erosion gully at the SW road embankment not currently affecting culvert.

BIM Inspection Contract – Notification of Structural Element Rated 2

Date:	December 15, 2020	**Bridge File No:**	80500
Location:	SE-12-10-17-W4M	**Road:**	Local Road
Town:	Taber	**Stream:**	Trib. to Oldman River
Subject:	**"2" Rating Notification of Structural Element**		
Structure Information:	1600 mm x 30.0 m I.L. MP Culvert		
Construction Date:	1986		

The December 15, 2020 Level 1 BIM inspection completed by Bow Valley Bridge Services found severe perforations in the floor of Rings 1 to 5. There are lineal perforations running the full length of the pipe along the west haunch, with lineal perforations in the east haunch along the full length of Ring 1, most of Ring 5 and several areas along the remaining rings.

This deficiency resulted in a 2 rating of the Floor and consequently the Culvert Barrel General Rating as per Alberta Transportation's Bridge Inspection and Maintenance (BIM) Manual – Table 13.3.

The extent and location of the lineal perforations has reduced the ability of the sidewalls to transmit loads into the surrounding backfill. Additionally, water is flowing through the perforations and actively eroding the soil below the floor and lower sidewalls causing minor voids that further the load transfer issues.

It is recommended that a concrete floor extending up the sidewalls be installed, or the pipe be lined with a smooth wall steel pipe liner of approximately 1400 mm diameter. In either case grouting of the voids in the surrounding backfill material would also be required. The U/S scour requires repair with clay seal material, pitrun and Class 1 rock. Alternatively the pipe could be considered for replacement with a new CSP culvert. It is also recommended that the current 57 month inspection cycle be reduced to annual inspections until the culvert is repaired or replaced. These recommendations have been included on the inspection report.

Reference photos are included with this Notification. The BIM report and photographs will be forwarded in the near future.

Inspected and Prepared by:

Calvin Roberts, C.E.T. & CI.A Inspector
Bow Valley Bridge Services

Reviewed By:

Garry Roberts
Bow Valley Bridge Services Ltd.

Sent to: Lisa DeBona, Public Works Supervisor, Taber, Eric Dyson, MPE Engineering
cc: Ubaid Khan, Bridge Manager, Tim Davies, Senior Bridge Technologist – AT Southern Region

Town of Taber
Replacement of BF 80500
Construction Cost Estimate

CLASS 'A' COST ESTIMATE

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items					
1	Mobilization / Demobilization	1	L.S.	$ 50,000.00	$ 50,000.00
2	Detour and Traffic Accommodation	1	L.S.	$ 100,000.00	$ 100,000.00
3	Excavation and Backfill	1,000	m^3	$ 30.00	$ 30,000.00
4	CSP with Couplers - Supply	1	L.S.	$ 30,000.00	$ 30,000.00
5	CSP - Assembly	1	L.S.	$ 15,000.00	$ 15,000.00
6	Backfill - Non-Aggregate	30	m^3	$ 25.00	$ 750.00
7	Backfill - Crushed Aggregate	50	m^3	$ 55.00	$ 2,750.00
8	Class 1M Heavy Rock Rip Rap	100	m^3	$ 210.00	$ 21,000.00
9	W Beam Guardrail	160	m^3	$ 400.00	$ 64,000.00
10	Subgrade Preparation	200	m^2	$ 5.00	$ 1,000.00
11	450mm Granular Base Crush	180	m^2	$ 25.00	$ 4,500.00
12	Topsoil Rehabilitation	450	m^2	$ 4.00	$ 1,800.00
13	Isolation of Site from Streamflow	1	L.S.	$ 25,000.00	$ 25,000.00
				GRAND SUBTOTAL	**$ 350,000.00**
				EXTRA WORK ALLOWANCE (25%)	**$ 88,000.00**
				ENGINEERING SERVICES (20%)	**$ 88,000.00**
				ENVIRONMENTAL SERVICES (10%)	**$ 44,000.00**
				TOTAL	**$ 570,000.00**

General Assumptions:

- General Requirements at 10% of construction cost
- Extra Work Allowance at 25% of construciton cost
- Enigneering services at 20% including geotechnical and quality assruance testing
- Environmental services at 10%
- 30 m long 2000 mm diameter CSP culvert assumed
- Existing road width and sideslopes will be maintained.
- A detour will be provided for duration of project. No allowance for a temporary bridge structure.
- Costing is exclusive of G.S.T.

Disclaimer: This cost estimate is an opinion of probable cost and is a function of many factors that can change with time. Therefore, it must not be relied upon as the actual cost for the associated work.

Town of Taber
Roadway Grant Review
Waste Transfer Access Road

ORDER OF MAGNITUDE COST ESTIMATE

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items				
General Requirements	1	L.S.	$ 91,725.00	$ 91,725.00
Hydro Excavation	30	hours	$ 390.00	$ 11,700.00
Traffic Accommodation	1	L.S.	$ 20,000.00	$ 20,000.00
Topsoil Stripping	15,700	m^2	$ 1.00	$ 15,700.00
Waste Excavation	2,000	m^3	$ 10.00	$ 20,000.00
Excavation	9,000	m^3	$ 15.00	$ 135,000.00
Subgrade Preparation	11,000	m^2	$ 5.00	$ 55,000.00
450mm Granular Base Crush	10,000	m^2	$ 24.00	$ 240,000.00
Topsoil Placement, Hydro Mulch and Seeding	15,700	m^2	$ 3.00	$ 47,100.00
300mm Diameter CSP Approach Culverts Supply and Install	2	each	$ 5,000.00	$ 10,000.00
Geotextile Allowance	11,000	m^2	$ 7.00	$ 77,000.00
			CONSTRUCTION SUB-TOTAL	**$ 723,225.00**
			EXTRA WORK ALLOWANCE	$ 180,900.00
			ENGINEERING SERVICES	$ 135,700.00
			GRAND SUBTOTAL	**$ 1,039,825.00**

General Assumptions:

- General Requirements at 15% of construction costs, assumed additional effort and staging required.
- Extra work allowance at 25%
- Engineering Services includes Geotechnical and Quality Assurance testing services.
- No allowance for environmental services
- Costing assumes construction in 2021 and uses unit prices that are based on prices received on projects with similar scope of work.
- Costing is exclusive of G.S.T.

Design Assumptions:

- Gravel roadway width 9.0m wide, 450mm of GBC and 600mm Subgrade Preparation
- Waste excavation assumed approximately 2.5m^3 per linear metre of roadway. Excavation assumed approximately 13.2m^3 per linear metre of roadway.
- Topsoil stripping assumed up to 200mm thickness, topsoil placement assumed 150mm thickness. 3:1 ditch slopes.
- **Disclaimer:** This cost estimate is an opinion of probable costs and is a function of many factors that can change with time. Therefore, it must not be relied upon as the actual cost for the included improvements.

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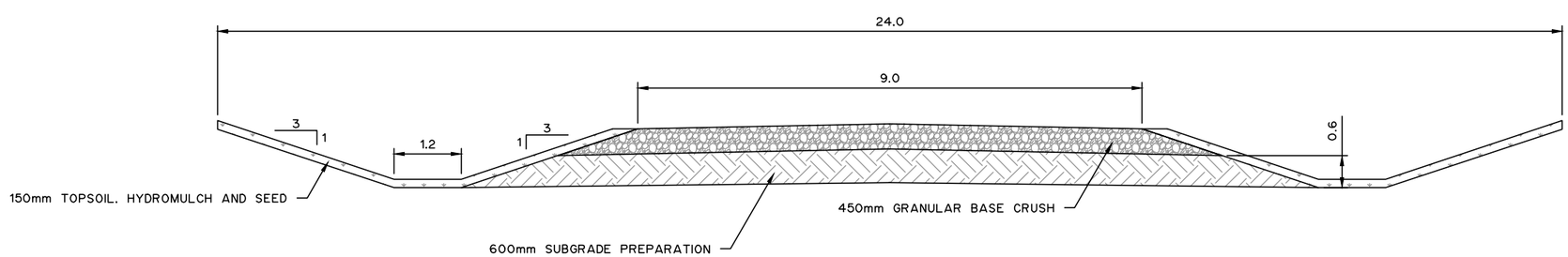

TYPICAL GRAVEL ROADWAY

NOTES:

1. EXISTING UTILITIES SHOWN FOR INFORMATION ONLY.

MPE Engineering Ltd.

TOWN OF TABER

ROADWAY GRANT REVIEW
WASTE TRANSFER ACCESS ROAD

SCALE: 1:5000	DATE: NOVEMBER 2020	JOB: 1415-022-51	FIGURE: 1.0

Town of Taber
Roadway Grant Review
Taber Park Access Road

ORDER OF MAGNITUDE COST ESTIMATE

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items				
General Requirements	1	L.S.	$ 93,957.50	$ 93,957.50
Hydro Excavation	30	hours	$ 390.00	$ 11,700.00
Topsoil Stripping	21,500	m^2	$ 1.00	$ 21,500.00
Waste Excavation	2,500	m^3	$ 10.00	$ 25,000.00
Excavation	9,000	m^3	$ 12.00	$ 108,000.00
Subgrade Preparation	12,500	m^2	$ 5.00	$ 62,500.00
300mm Granular Base Crush	11,500	m^2	$ 18.00	$ 207,000.00
Prime Coat	10,300	m^2	$ 1.25	$ 12,875.00
100mm Hot Mix Asphalt	10,300	m^2	$ 30.00	$ 309,000.00
Topsoil Placement, Hydro Mulch and Seeding	21,500	m^2	$ 3.00	$ 64,500.00
Pavement Markings	1	L.S.	$ 5,000.00	$ 5,000.00
Geotextile Allowance	12,500	m^2	$ 7.00	$ 87,500.00
300mm Diameter CSP Approach Culverts Supply and Install	5	each	$ 5,000.00	$ 25,000.00
			CONSTRUCTION SUB-TOTAL	**$ 1,033,532.50**
			EXTRA WORK ALLOWANCE	$ 206,800.00
			ENGINEERING SERVICES	$ 186,100.00
			GRAND SUBTOTAL	**$ 1,426,432.50**

General Assumptions:

- General Requirements at 10% of construction costs
- Extra work allowance at 20%
- Engineering Services includes Geotechnical and Quality Assurance testing services.
- No allowance for environmental services
- Costing assumes construction in 2021 and uses unit prices that are based on prices received on projects with similar scope of work.
- Costing is exclusive of G.S.T.

Design Assumptions:

- Asphalt roadway width 9.0m wide, 100mm of ACP, 300mm of GBC and 600mm Subgrade Preparation
- Waste excavation assumed approximately 2.5m^3 per linear metre of roadway. Excavation assumed approximately 8.3m^3 per linear metre of roadway.
- Topsoil stripping assumed up to 200mm thickness, topsoil placement assumed 150mm thickness. 4:1 ditch slopes.
- **Disclaimer:** This cost estimate is an opinion of probable costs and is a function of many factors that can change with time. Therefore, it must not be relied upon as the actual cost for the included improvements.

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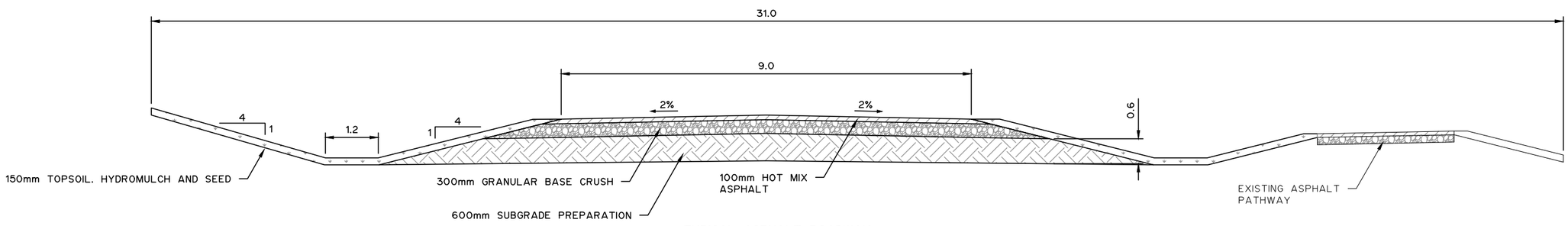


TYPICAL ASPHALT ROADWAY

NOTES:

1. EXISTING UTILITIES SHOWN FOR INFORMATION ONLY.

MPE Engineering Ltd.

TOWN OF TABER

ROADWAY GRANT REVIEW
TABER PARK ACCESS ROAD

SCALE: 1:2500	DATE: NOVEMBER 2020	JOB: 1415-022-51	FIGURE: 1.0

Town of Taber
48th Street Parking
Option B

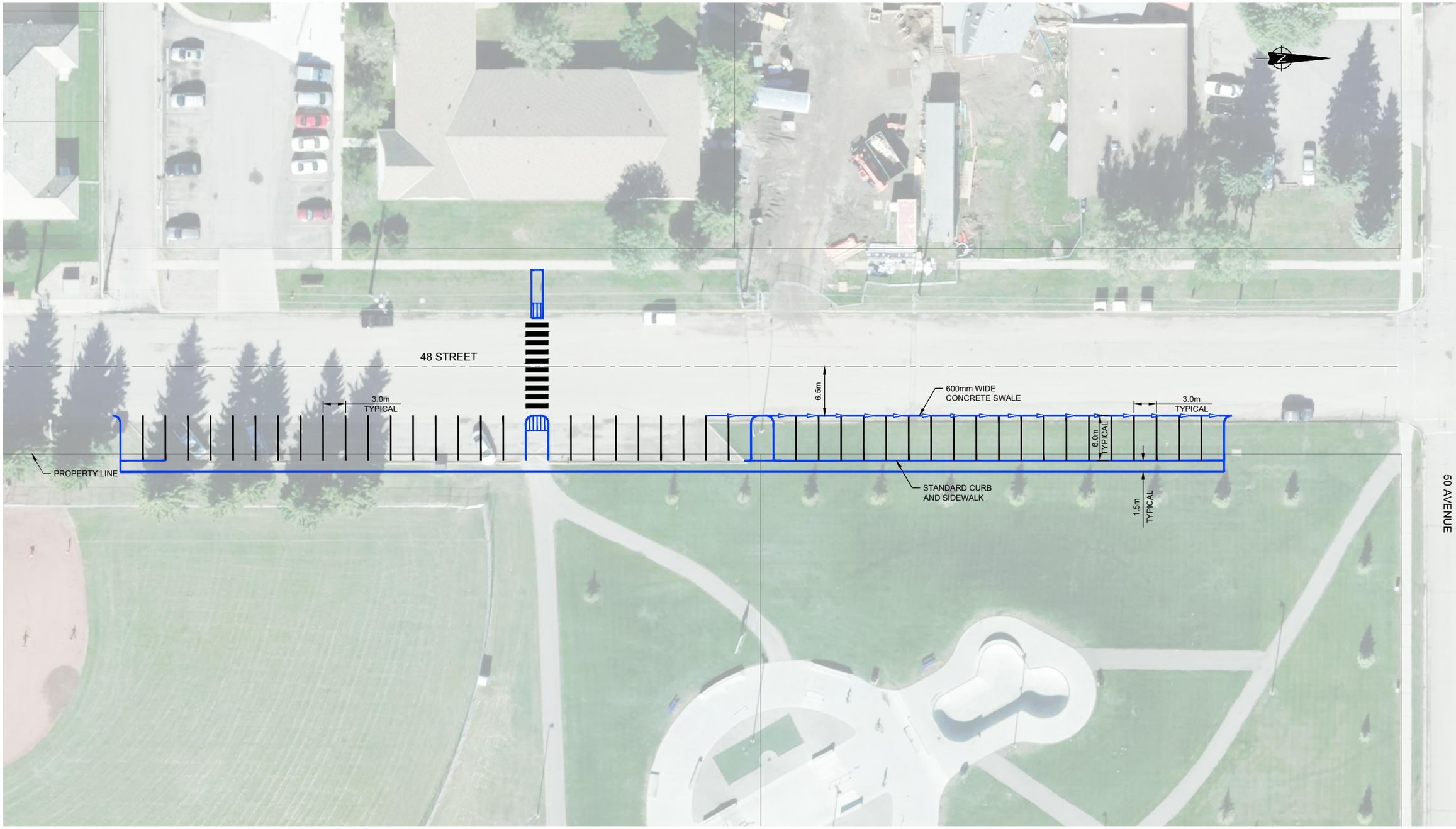
ORDER OF MAGNITUDE COST ESTIMATE

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
General Items					
1	General Requirements	1	L.S.	$ 12,000.00	$ 12,000
				SUBTOTAL	$ 12,000
Site Work					
1	Asphalt Removal	60	m^2	$ 15.00	$ 900
2	Concrete Removal	50	m^2	$ 30.00	$ 1,500
3	Site Earthworks and Excavation	1	L.S.	$ 3,500.00	$ 3,500
4	Grass Restoration	250	m^2	$ 25.00	$ 6,250
				SUBTOTAL	$ 12,150
Road Work					
1	100mm HDPE Tile Drain	80	m	$ 20.00	$ 1,600
2	600mm Wide Concrete Swale	80	m	$ 145.00	$ 11,600
3	Standard Concrete Curb	125	m	$ 110.00	$ 13,750
4	Concrete Walk and Islands	270	m^2	$ 155.00	$ 41,850
5	Asphalt Road Restoration	450	m^2	$ 65.00	$ 29,250
				SUBTOTAL	$ 98,050
				GRAND SUBTOTAL	**$ 122,000**
				EXTRA WORK ALLOWANCE	$ 25,000
				ENGINEERING SERVICES	$ 19,000
				MATERIALS TESTING SERVICES	$ 4,000
				GRAND TOTAL	**$ 170,000**

Assumptions

- Engineering services provide for design, construction survey, part-time construction observations, contract administration and record drawing preparation.
- Materials Testing services provide for part-time materials testing during construction.
- The cost estimate is an opinion of probable cost and is a function of many factors that can change with time and hence must not be relied upon as the actual cost

- No allowance for shallow utility modifications.
- No allowance for pavement markings, signage, or parking blocks.
- Tree removal by others, if required.
- Allowance for 1.2m of grass restoration adjacent to all concrete works.
- Asphalt road restoration includes waste excavation, geotextile fabric, 250mm base granular material, prime coat, and 90mm type 3 hot mix asphalt.
- Grass restoration includes stripping, import topsoil, and sod
- ***Refer to Figure 2 dated August, 2017.***



MPE Engineering Ltd.

TOWN OF TABER

48 STREET PARKING
OPTION B

SCALE: 1:500	DATE: AUGUST 2017	JOB: 1415-022-14	FIGURE: 2

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Oldman Wastershed Council Funding Request

Recommendation:

That Council accept this item for information only.

Background:
A request in the form of a letter has been made from the Oldman Watershed Council for funding. The Council is asking for $3,961.00, based on a rate of 47 cents per resident.

Historically, Council has not supported this request through the budget process specifically. However, in 2018, Council chose to support an amount of $1,500.00 through the Council Discretionary Fund.

The letter with further details and the request is attached for Council's consideration.

Legislation / Authority:
MGA Section 3

Strategic Plan Alignment:
Develop community and promote growth.

Financial Implication:
This is not currently budgeted, as historically Council has not support this request through the budget process specifically.

Should Council wish to support the Watershed Council, the cost would be $3,961.

Service Level / Staff Resource Implication:
Service levels will remain status quo.

Justification:
This request has been made of Council.

Alternative(s):

1. That Council provides a donation the Oldman Watershed Council in the amount of $3,961.00, to be taken out of the Council Discretionary Fund.

2. Council may request the Oldman Watershed Council to attend a Council meeting and make their request in person.

3. Council may request further information.

Attachment(s): Oldman Wastershed Council Funding Request

APPROVALS:

Originated By:
Meghan Brennan

Chief Administrative Officer (CAO) or Designate: _____

Oldman Watershed Council
PO Box 1892 Lethbridge, Alberta, T1J 4K5
(403) 330 - 1346
info@oldmanwatershed.ca
oldmanwatershed.ca

Town of Taber
A-4900 - 50 Street
Taber AB T1G 1T1

December 4, 2020

Dear Mr. Prokop and council,

Thank you for your on-going support of the Oldman Watershed Council and our mission to keep our water and land healthy and safe. You are an essential part of the fabric of our organization and you have our sincerest thanks for your support as a donor. Your contribution provides critical funding which allows us to deliver citizen education, habitat restoration, and be an unbiased forum for all voices in the watershed. While this year has presented many challenges, we hope that you will choose to continue your support of the OWC.

As a non-profit, charitable organization, we work vigilantly every day to efficiently and effectively maximize our resources and improve the quality of life for every person in the watershed. Investments made over the past ten years have yielded enormous results for watershed health. However, as our population and reliance on our natural resources increase, so must our action on the ground.

Donations from community-building people like you have supported nearly seventy restoration projects which directly benefit the health of our land and water. Some of these projects include building forty-nine kilometres of riparian fencing, twenty-five off-stream watering systems (resulting in over seven-thousand head of livestock removed from water bodies and streambanks), as well as hosting twenty-six weed pulls and eleven garbage clean ups. Other projects include eight biocontrol releases, over three-hundred land assessments and surveys, and six bioengineering projects. Additionally, we have provided face-to-face education to thousands of people in the urban, rural, and backcountry areas of Southern Alberta. This work is integral to improving and maintaining the health of our watershed and would not have been possible without **your generous support**.

We live in a challenging area and we experience natural events like floods, fires, and drought, and new demands on our water system from increased population and development. Wildfires have impacted significant areas of land and forest; drought, followed by storms, have ravaged the farming community at times; variable snowpack limits the amount of predictable water entering the water supply. While we may not be able to prevent some of these events, we can work together to be prepared, informed, and more resilient.

Every citizen must step up and do what they can to improve the health of our watershed for the betterment of our shared future. We live in one of the most extreme weather regions in Canada; **with your continued support**, we can prepare for a prosperous, healthy, and sustainable future for every citizen, agricultural producer, industry member, and business in the watershed.

Your municipality is asked to help with a standardized rate of 47¢ per resident.
For 8,428 residents based on the 2019 Municipal Affairs Population List, that is a donation of **$3,961.** Your donation is *critical* for OWC to continue and maintain watershed health work that directly impacts every resident in our watershed.

If you have any questions, or would like a presentation about the important work of the OWC, please contact OWC's Executive Director, Shannon Frank, at (403) 317-1328 or shannon@oldmanwatershed.ca.

Sincerely,

Doug Kaupp, Chair

Council Request for Decision

Meeting Date: January 18, 2021

Subject: 2020 Town of Taber Municipal Census

Recommendation:

That Council accepts the 2020 Municipal Census Report as information.

Background:
In October 2020 Administration began work to conduct a Municipal Census. Residents were provided the option to answer the census themselves online, by calling the Planning and Economic Development Department or by providing a response to their Enumerator. A total of eight Enumerators were hired to collect census responses door to door and responses were collected over a two month window. Once collection was complete, Administration evaluated the raw data and created a series of charts and graphs to summarize the data. A report summarizing the findings and comparing the recent data to historical data was completed and is attached.

The Town of Taber's new population is 8,711 residents, a 3.9% increase from the 2015 Municipal Census. In total, 3,474 households were identified. This is a combination of single family and multi-family units such as, apartments, condos, and basement suits, as well as, commercial and industrial properties that identified as having residential units.

In total responses were received for 99.2% of households. When contact could not be made with a household Enumerators asked a neighbour or landlord for a count of the residents at the address. If a resident did not wish to participate in the census, their neighbours or landlord were not contacted.

2020 was the first year specific steps were taken to connect with the Low German Mennonite (LGM) population. Administration worked with Family & Community Support Services (FCSS) to translate documents, including the census questions into German. FCSS also created videos with a verbal translation to provide to the LGM community via WhatsApp, a popular messaging application in the LGM community. Representatives from FCSS and Alberta Health Services made themselves available to assist members of the community in answering the census as well. Additionally, four Enumerators spoke Low German so they were able to converse with LGM residents in their mother tongue and all Enumerators were provided a video created by FCSS they could play to explain the purpose of the census if needed. Administration believes these efforts made the census more inclusive and allowed residents, who may not have participated otherwise, new and more comfortable formats for participation.

Legislation / Authority:
Municipal Government Act, Section 57.

Strategic Plan Alignment:
Develop Community and Promote Growth

Financial Implication:
There are no financial implications to accepting the Census Report as information.

Service Level / Staff Resource Implication:
Conducting the Municipal Census is a responsibility of the Planning and Economic Development Department.

Justification:
Accepting the Municipal Census Report as information will allow Administration to publish the report and use the new population total moving forward.

Alternative(s):
That Council requests Administration make changes to the 2020 Municipal Census Report document.

Attachment(s): 2020 Municipal Census Report

APPROVALS:

Originated By:
Kattie Schlamp

Chief Administrative Officer (CAO) or Designate: _____

2020 MUNICIPAL CENSUS

TOWN OF TABER

GROWING IN TABER

Following the conclusion of the 2020 Municipal Census, the Town of Taber's population is 8,711 residents. The official census date was October 1, 2020 and the census was officially completed on December 10, 2020. A total of 3,474 households were identified during the enumeration process with responses collected for 3,445 (99.2%) households.

The final count shows an increase of 331 residents or a 3.9% increase from the 2015 Municipal Census which counted a total of 8,380 residents. This is an annual increase a 0.79%. Taber's average household size is 2.75 residents, increased from 2.45 residents in the 2015 census. This increase shows promising growth for Taber.

3,474
residential units idenitified in Taber

8,711
total population in 2020

99.2%
households provided a response.

HISTORICAL POPULATION

Taber's Population as of 2020 is 8,711. Figure 1 shows Taber's population has steadily increased over the past 49 years.

3.9%

increase in population from 2015

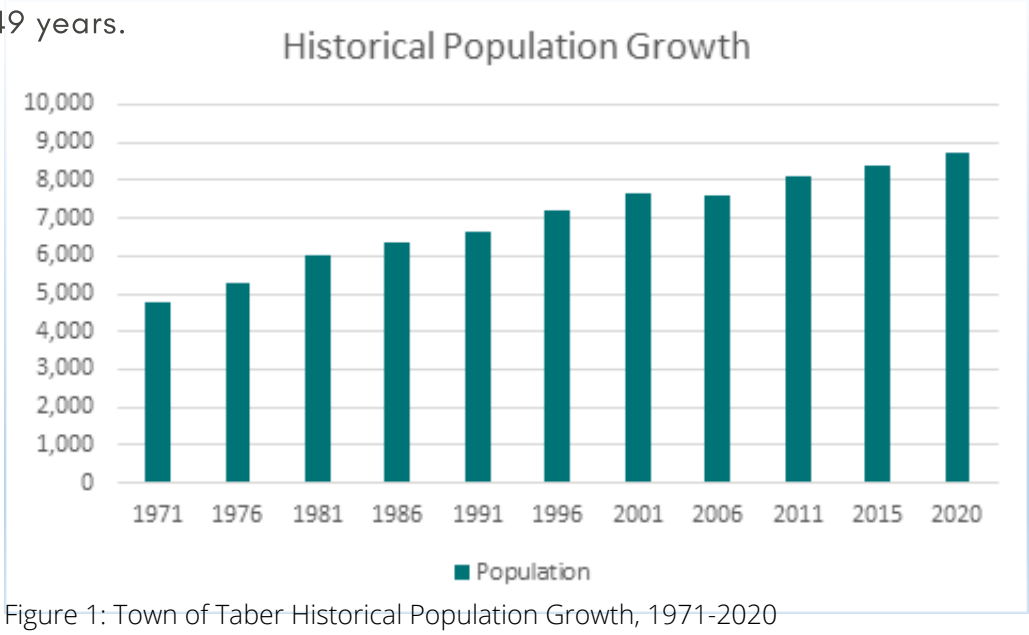


Figure 1: Town of Taber Historical Population Growth, 1971-2020

Figure 2 shows the average annual growth rate, which indicates aside from the period between 2001-2006, Taber has experienced some annual growth every year in the past 49 years. The annual growth rate is measured by dividing the percentage of increase or decrease between census years by the number of years between each census to find an annual average. Taber's population growth rate is currently 0.78% annually. This is down from 0.85% in 2015 and 1.35% per year in 2011. This could be attributed to decreasing activity in the oil and gas sector, one of the main drivers of Taber's economy, and smaller family sizes. The average household size has increased from 2.63 in 2015 to 2.75 in 2020. This change is very minor and appears to reflect that couples are choosing to have less children.

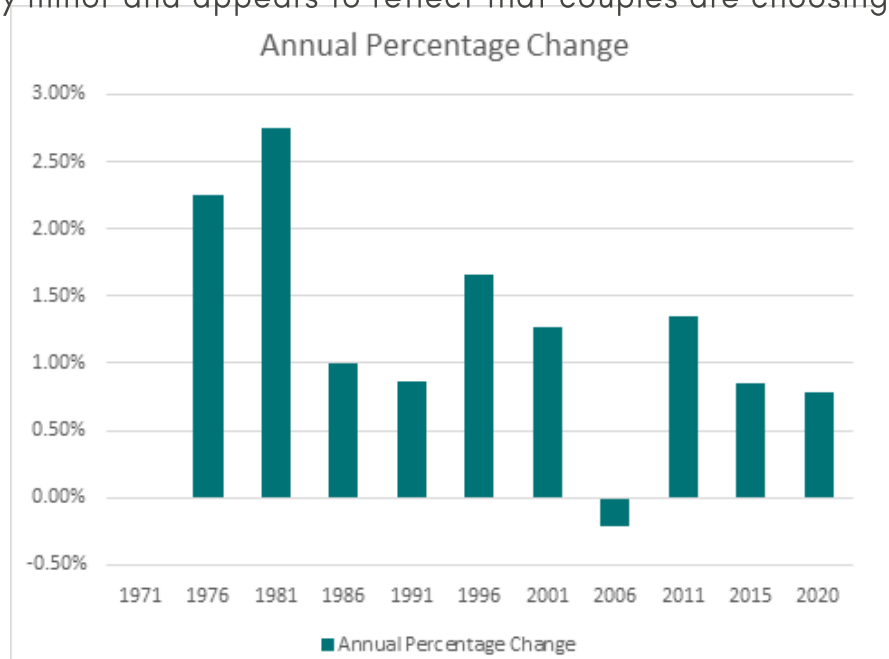


Figure 2: Annual Percentage Change 1971-2020, Town of Taber,

POPULATION

A population pyramid is an important indicator of the demographic make-up of a geographic region. It indicates if a population is in growth or decline as well as providing details of life expectancy.

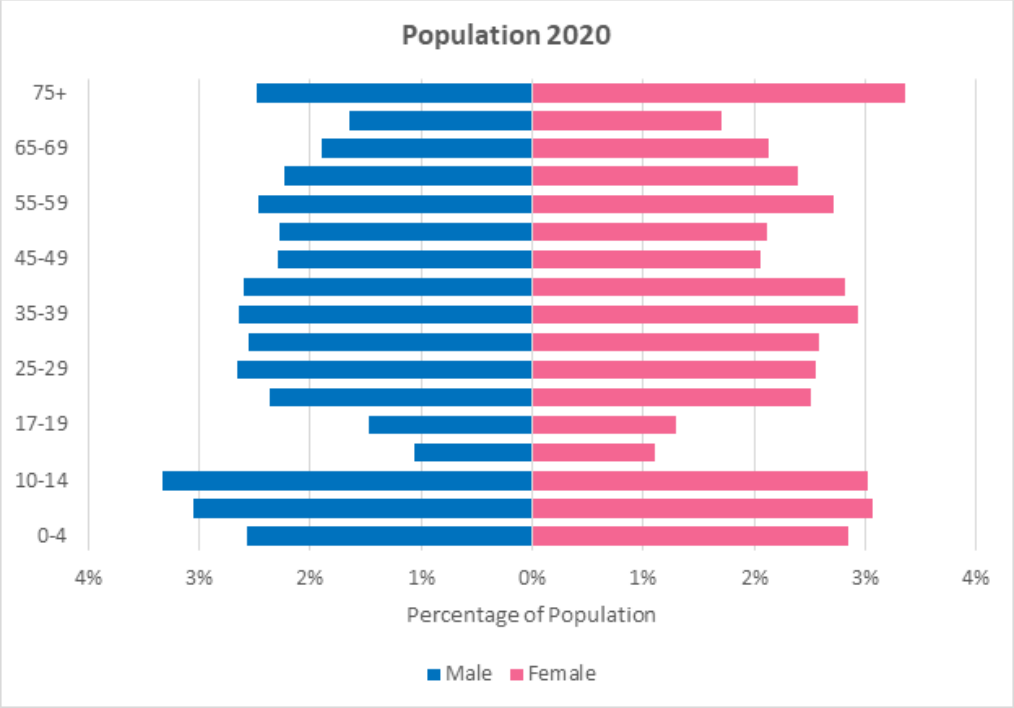


Figure 3: Population Pyramid, Town of Taber, 2020

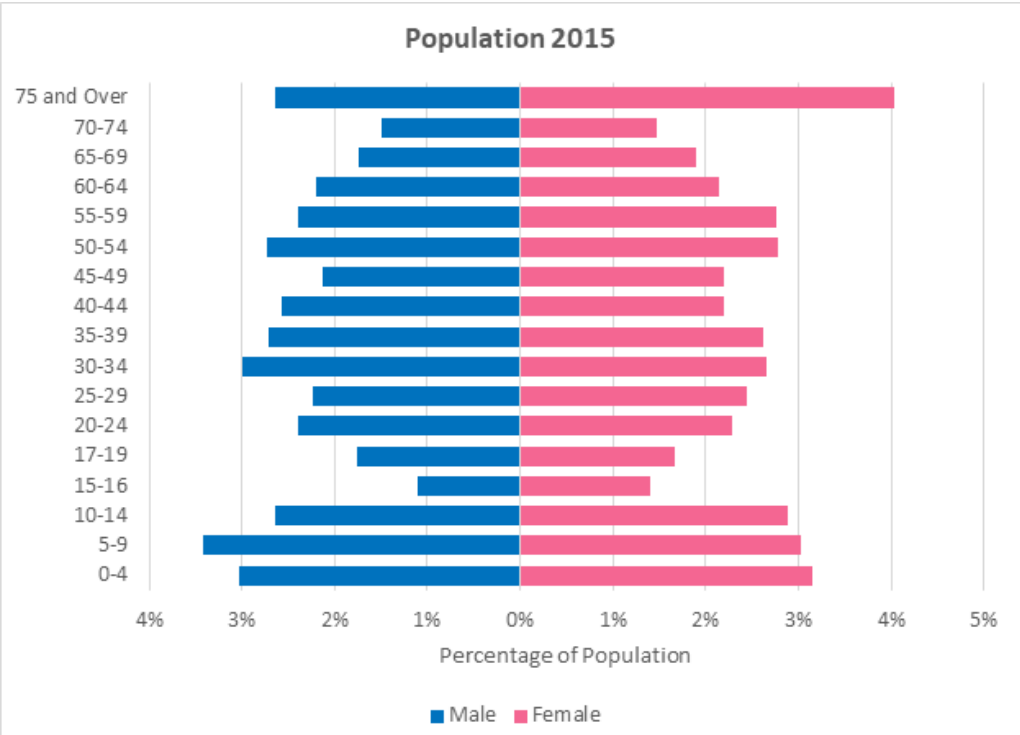


Figure 4: Population Pyramid, Town of Taber, 2015

The Town of Taber's population pyramid indicates Taber has slightly more female residents than male at 3,598 and 3,455 residents, respectively. Not shown in the pyramid are residents who did not provide a response to their gender (1647 residents/18.91%) and those who selected "Other Gender Identity" (11 residents/0.13%), (see figure 3.3). There is a concentration of children and seniors, with the smallest number of residents being in the 15-29 age groups. The wider base indicates a growing population as people continue to have children and the wider top is an indication of high life expectancy rates. The low number of young adults in the 15-19 age groups coincides with the decline in population between the 2001 and 2006 censuses.

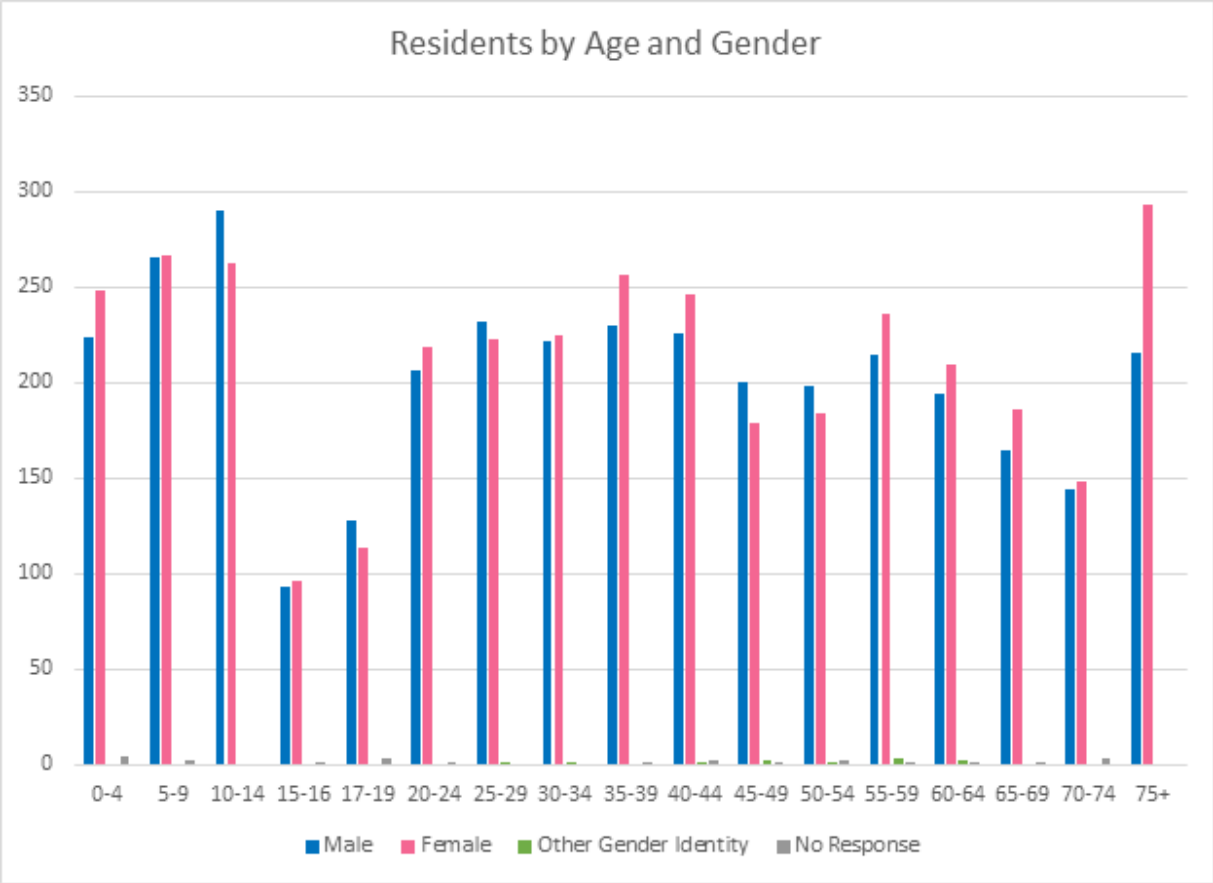


Figure 5: Taber Residents by Age and Gender, 2020

HOUSEHOLD SIZE

Taber has an average household size of 2.75 residents and is predominantly made up of two person households, followed by one person households. There is a close number of three and four person households. The household sizes reinforce that residents are continuing to have smaller families and is also reflective of the senior population who are often empty nesters with no children living at home.

2.75

Average number of residents in a household

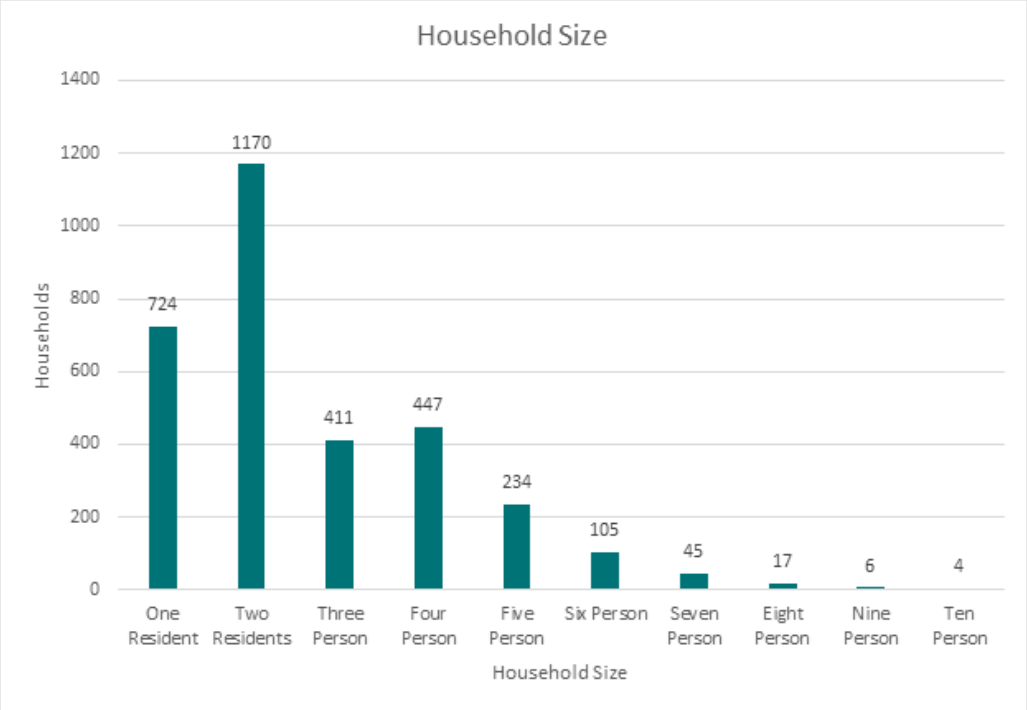


Figure 6: Household Size, Town of Taber, 2020

There was a total of 3,474 residential addresses identified during the enumeration processes. This includes assisted-living facilities, the Woman's Shelter, and properties that are not within a residential district that include living quarters such as apartments above downtown buildings. The Taber Hospital was also included as some patients who have extended stays in the hospital are considered residents under the enumerating procedures set out by the Government of Alberta. Figure 3.0 below does not include Taber Hospital, assisted-living facilities, or the Woman's shelter as these facilities provided aggregate data that reflects large household sizes.

PRIMARY LANGUAGE

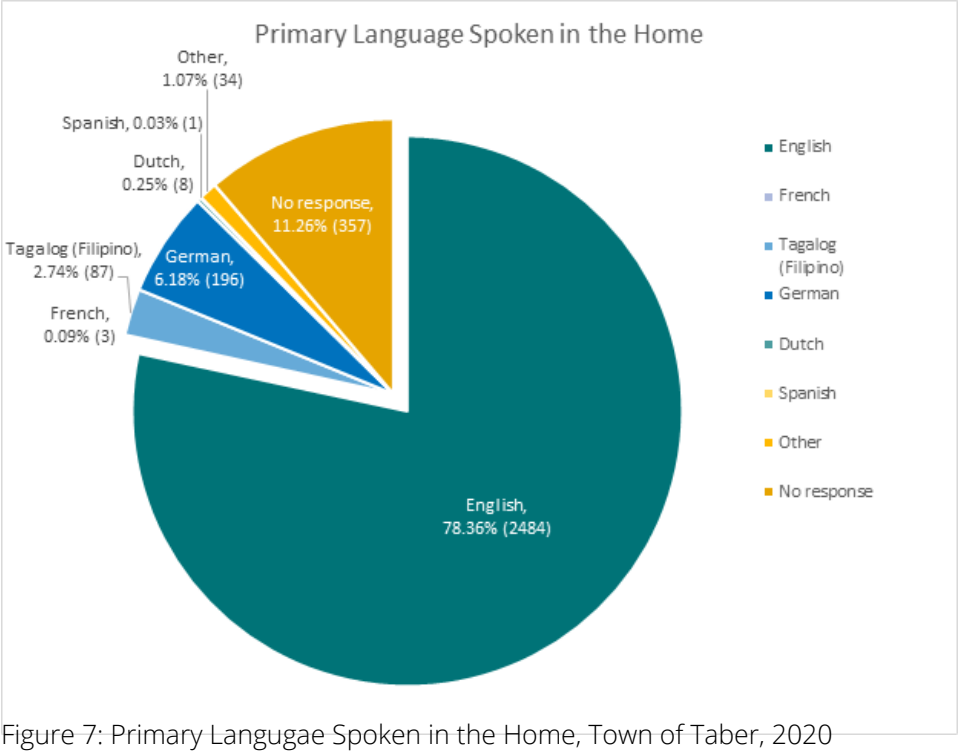


Figure 7: Primary Langugae Spoken in the Home, Town of Taber, 2020

Taber is a culturally diverse community with resident's speaking a variety of languages. Although the majority of Taberites indicated using English as their primary language in their home, German and Tagalog (Filipino) were also popular choices.

Knowing that many in the Low-German Mennonite (LGM) community speak Low-German and may not read at all, the Town of Taber made efforts to engage this population in new ways that had not been done in previous census years. A total of eight Enumerators were hired to collect census data, half of the Enumerators spoke Low-German and all were provided a video explaining the purpose of the census in Low-German. This provided all Enumerators the opportunity to communicate with the LGM community to encourage participation and further their understanding of the census. For additional impact, the Town of Taber partnered with the local branch of Family & Community Support Services (FCSS). FCSS, who translated the census questions, and all census ads into Low-German was also responsible for the video created for Enumerators. As FCSS is a major resources for the LGM community they are well connected within the community and assist members of the LGM community regularly. FCSS often communicates with the LGM community through WhatsApp, a web-based messaging platform, and they were able to send out the same video to their contact list at the start of the census so residents were prepared when they received their census pins to access the census website. FCSS also assisted the LGM community in completing the census. We believe these factors are reflected in the increase of German speaking households, up 1.8% from 2015 and the high participation rate in the census.

Residents were asked "What is the primary language spoken in your home?", the question limited residents to choosing just one option for the household which may not be reflective of the entire household or households where more than one language is spoken often. This limitation could mean more people chose English as the primary language when they may have chosen multiple answers if the option was available, therefore this question may not accurately reflect the community's full language preferences.

A GREAT PLACE TO GROW

The Town of Taber's 3.9% population increase from 2015-2020 reflects Taber is a growing community with much to offer. With many amenities and services to offer residents and a thriving agri-business community it is likely Taber will continue to grow into the future.

Given current trends, it is anticipated the average household size will remain small as young professionals locate in Taber to take advantage of the growing opportunities in agriculture and value-added processing.

The division of primary languages spoken in the home indicates a diverse population with two prominent minority groups, Low German Mennonites and Filipinos. With a variety of services and supports in place, Taber is well positioned to continue to welcome new comers and grow a diverse community.

All 8,711 residents of the Town of Taber are unique and contribute to the community in a variety of ways. Together they are a caring and generous community that make Taber a great place to grow.

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Telus Insights Project Proposal

Recommendation:
That Council directs Administration to begin discussions with the Joint Economic Development Committee to encourage studying the commuter patterns in the region and to pursue grants to assist with the cost of the project.

Background:
At the October 13 regular meeting of Council a motion was passed directing Administration to investigate how the City of Revelstoke, British Columbia conducted their census using Telus rather than the traditional census methodology.

> RES. 422/2020 MOVED by Councillor Strojwas that Council directs Administration to contact Telus, to investigate the feasibility and costs associated with the census methodology used in Revelstoke, British Columbia.

Administration contacted the Telus Insights Team to learn more about the Revelstoke project and how Telus could assist the Town of Taber. Telus gathers location based data from all of its cellphone subscribers aged 18 years and older. This data has been collected since the beginning of 2019 and will continue to be collected moving forward. By studying the movements of their subscribers, Telus is able to see who is leaving or entering an area for work, who lives in the area, and who is visiting. To determine this, Telus set parameters that help them to determine a cellphone users place of work and residence by patterns and time spent in the location. Telus can also determine visitors based on the time spent within the community and if they are using a cellphone from a cellular service provider outside of the country to connect to Telus towers.

There is a few limitations to this technique. Telus cannot collect data from other cellphone companies which means they are not gathering data from every cellphone user in the area. To rectify this, Telus uses their share of the market in the area to extrapolate the population. A second limitation is that locational data uses cellphone towers to determine the location of each user. There is only one Telus cellphone tower within the Town and MD of Taber, making it difficult to separate Town residents from MD residents as additional towers are required to more accurately determine location.

After discussions with Telus, Administration recognizes that it will require a study of the region rather than the Town of Taber itself. If Council agrees, Administration can discuss the project with the Joint Economic Development Committee (JEDC) consisting of the MD of Taber and Town of

Vauxhall, and investigate possible grant opportunities. While this data will not provide an actual census, Administration believes that it will help to determine who comes to work in the region and who leaves the community for work. This information will inform housing decisions and could be useful in attracting multi-family developments. Further, the data can be used to attract new business to the Taber Region.

Telus has provided a proposal for their work as well as information on other projects they have conducted in the attached documents. Administration requested a quote for data from 2019 as it was the last year of available information before the COVID-19 Pandemic when work patterns changed drastically for many. Telus has indicated additional years of data can be added on and the cost would be an additional $25,800/year.

Legislation / Authority:
MGA, Section 6: Natural Person Power

Strategic Plan Alignment:
Develop Community and Promote Growth

Financial Implication:
Currently unquantifiable due to multiple considerations related to possible policy direction.

Service Level / Staff Resource Implication:
Telus would be responsible for conducting the project however a member of the Planning and Economic Development team would be required to find, apply for, and manage any relevant grants, coordinate with partner municipalities, and manage the project.

Justification:
Conducting a Telus Insights project will provide a greater understanding of the population to complement the 2020 Municipal Census.

Alternative(s):
Council accepts the proposal for information only.

That Council directs Administration to begin discussions with the Joint Economic Development Committee to encourage studying the commuter patterns in the region and to pursue grants to assist with the cost of the project, with changes to the proposal.

Council directs Administration to fund a study of the commuter patterns in the region utilizing Telus Insights, with funding of $36,800.00 + GST to be taken from _____.

Attachment(s): Telus Insights Overview

Telus Insights Project Proposal

APPROVALS:

Originated By:
Kattie Schlamp

Chief Administrative Officer (CAO) or Designate: _____

TELUS Insights

Town of Taber

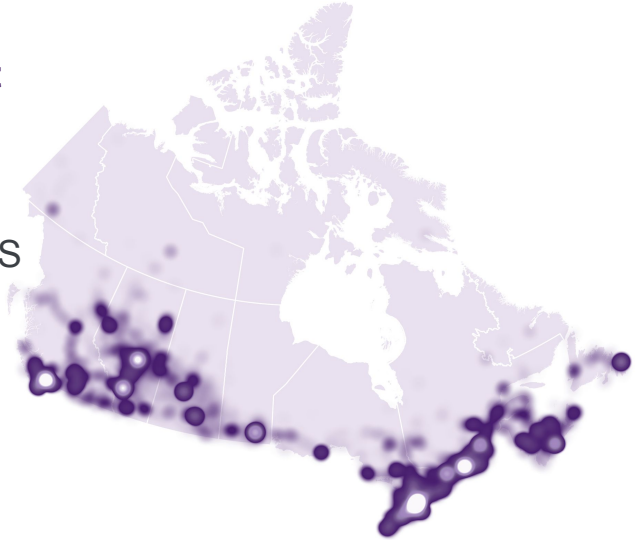
November 19, 2020

TELUS Insights

What is TELUS Insights?

TELUS Insights can provide aggregate information about the mobility patterns of populations within Canada.

Data is derived from the TELUS wireless network, providing location information any time cellular devices move.



Heat map of where mobile devices connect to the TELUS network

TELUS wireless network data

+

TELUS Insights Data Science

=

Valuable business insights

TELUS Insights has developed industry-leading privacy standards

TELUS Insights

We take privacy seriously

TELUS Insights has developed industry-leading privacy standards and is the only telecommunications company that has secured a **Privacy by Design certification**.

- Privacy policy that highlights de-identified and aggregated data
- Privacy FAQ in our website privacy centre
- De-identify before analysis
- Aggregated and extrapolated to market share
- Opt-out process
- All engagements audited against our Trust Model
- Secure by Design

TELUS Insights

Insights is a digitally transformed approach

Capable of measuring:

- Home Neighbourhoods
- Monthly Counts
- Length-of-Stay
- Average Speed
- Origin and Destination
- Repeat Visitation

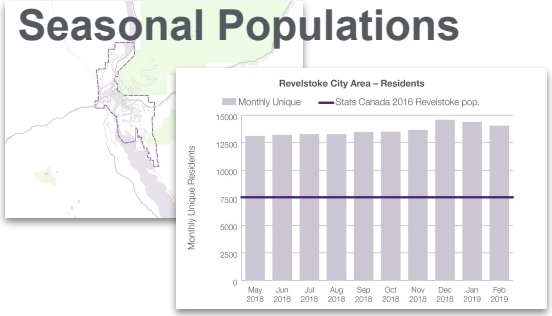
Path to digital determination

Cost effective

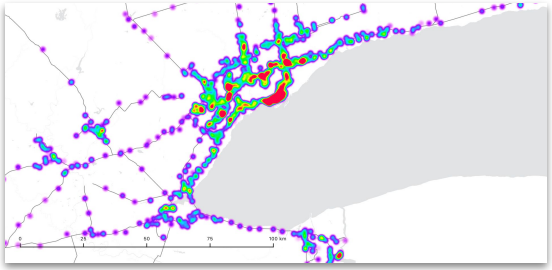
Greater accuracy and detail

Ability to repeat and scale

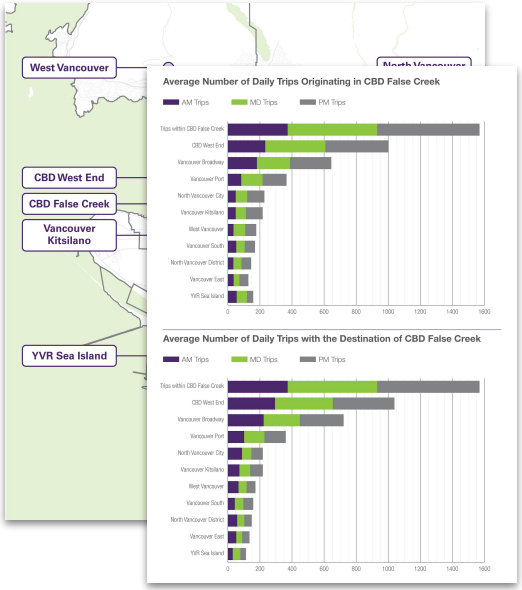
Seasonal Populations



Traffic Volumes



Regional Trip Diaries



TELUS Insights

Competitive Difference

Application (GPS) data

- Dependant on being in use
- Strong biases toward subsets of users
- Limitations in cities with large buildings

Surveys

- Only a single point in time
- Very small sample group
- No historic view
- Sample bias

WI-FI Analytics

- Fail to provide bigger picture
- With small cell TELUS Insights can provide both micro and macro level analytics

Use Cases

Economic Development

Where do residents work or commute to work?
Where do visitors spend most of their stay in the city?

Measure seasonal population change

- Monthly metrics on changes in residential population
- Understand where new residents are moving from
- Measure seasonal and pandemic influence on the cities resident population

Understand economic leakage

- Measure change in work and commute patterns
- Understand how many residents commute from and to the city

Compare city visitation year-over-year

- Use year-over-year comparisons to measure pandemic impact on tourism
- Evaluate initiatives for downtown revitalization
- Manage and anticipate expectations for return to normal

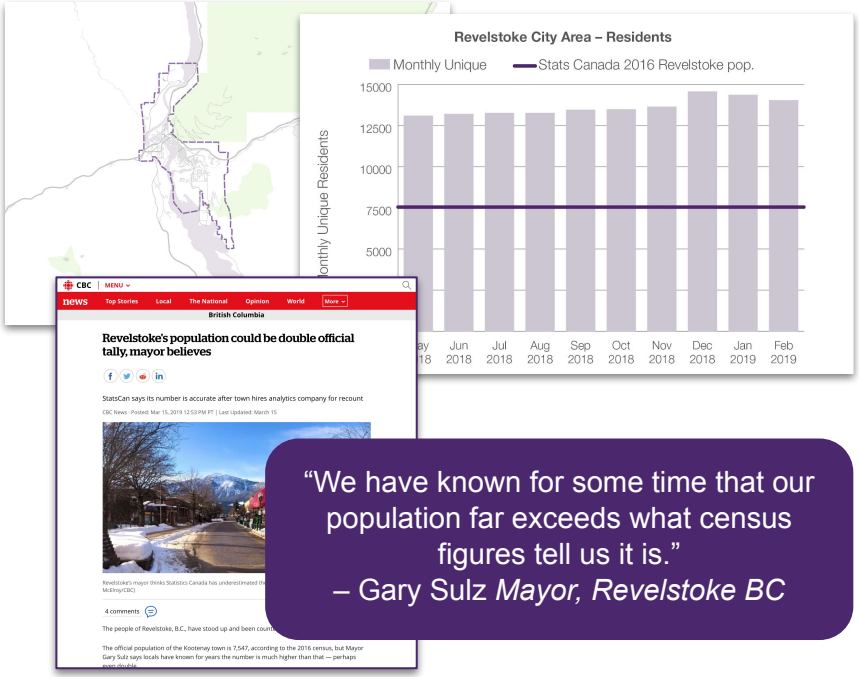
KEY FEATURES INCLUDE:

- Home Neighbourhoods
- Work Neighbourhoods
- Length-of-Stay
- Demographics
- Origin and Destination
- Repeat Visitation

TELUS Insights

Economic Development

Revelstoke BC: Analysis of transient resident populations



"We have known for some time that our population far exceeds what census figures tell us it is."
– Gary Sulz *Mayor, Revelstoke BC*

Challenge

Traditional Census methods only accounted for permanent residents, and only counted during the spring shoulder season. Revelstoke estimated double the seasonal working population.

Solution

On a monthly basis TELUS Insights calculated the resident population of Revelstoke based on the network usage during that month.

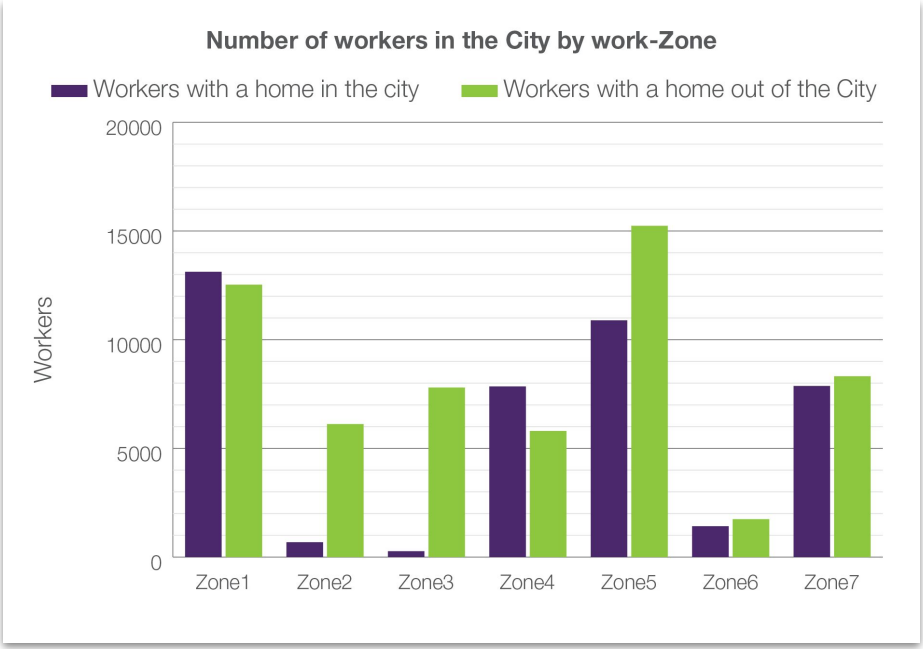
Result

This methodology confirmed Revelstokes estimate. The information provided a trendline of population fluctuation over the year that serves infrastructure planning and supports federal and provincial funding applications.

TELUS Insights

Economic Development

Guelph ON: Capturing economic leakage



Challenge

Guelph struggled to measure economic leakage and understand if people working in the city also lived in the city.

Solution

TELUS Insights provided counts of people by work neighbourhoods as well, counts of people working in home location neighbourhoods in and outside of Guelph.

Result

These results made it possible for the city administration to judge if jobs created in the city also contributed to the economic growth. This also provided a metric to qualify industry incentives.

TELUS Insights

Travel & Tourism

How long are tourist staying in the region?
Which markets should we attract to drive local tourism?

Expand insight into travel and tourism

- Demographics and points of origin of visitors to a region
- Understand which points of interest are attracting the most visitations
- Segment visitation by origin – both domestic and international
- Identify regions to target with tourism advertising to achieve the most significant impact

Event management

- Understand and predict attendance at major events and in surrounding areas
- Optimize event support such as police services and parking enforcement based on predictive analytics

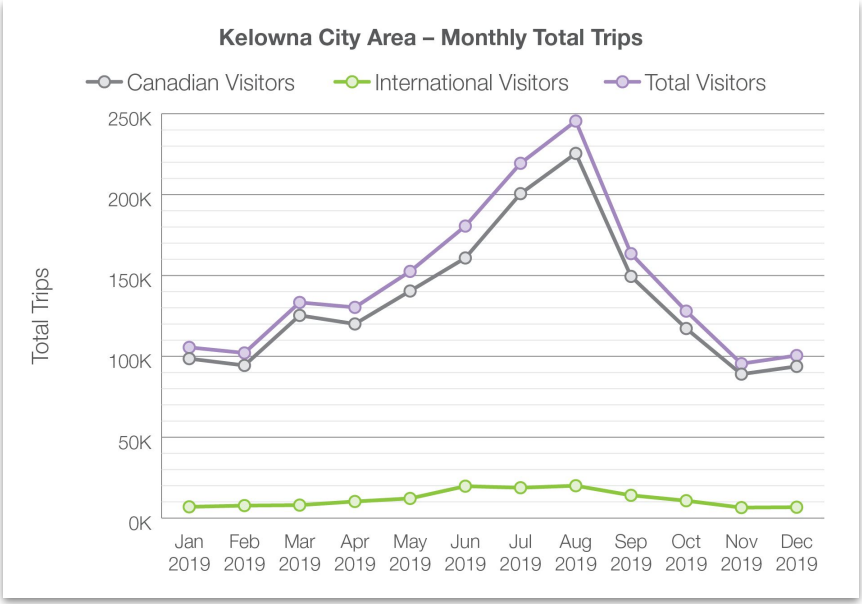
KEY FEATURES INCLUDE:

- Daily Congregation
- Congregation Hotspots
- Length-of-Stay
- Out-of-Province Visitation
- Origin and Destination
- Repeat Visitation

TELUS Insights

Travel & Tourism

Tourism Kelowna Dynamic Reporting



Challenge

Tourism Kelowna's traditional data sources of had known limitations. Hotel occupancy reports do not provide information beyond the hotel, visitor intercept surveys only capture a small sample size, and economic impact reports can not provide dynamic information.

Solution

On a monthly basis, TELUS Insights provides Tourism Kelowna tourism metrics on visitor length of stay and market of origin.

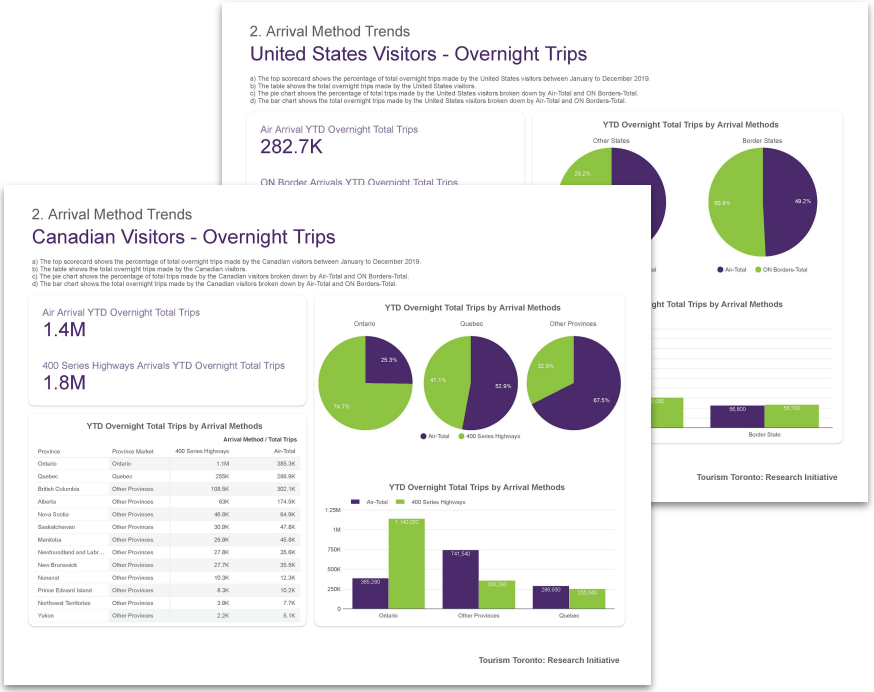
Result

Tourism Kelowna has been able validate plans to expand the tourist season, promote the area to new event organizers and quickly respond to the immediate impact of the pandemic.

TELUS Insights

Travel & Tourism

Tourism Toronto Travel Survey Displacement



Challenge

Tourism Toronto relies on airport catchment surveys to understand visitor trends in Toronto. These surveys are very costly to run, and results have a significant bias based on respondent memory of their trip.

Solution

TELUS Insights provided an in depth analysis of visitor market segments, studying their methods of arrival and measuring attractions within the city on a season basis.

Result

TELUS Insights results displaced the the costs of traditional surveys while providing greater level of granularity in the results.

TELUS Insights


TELUS®
Business

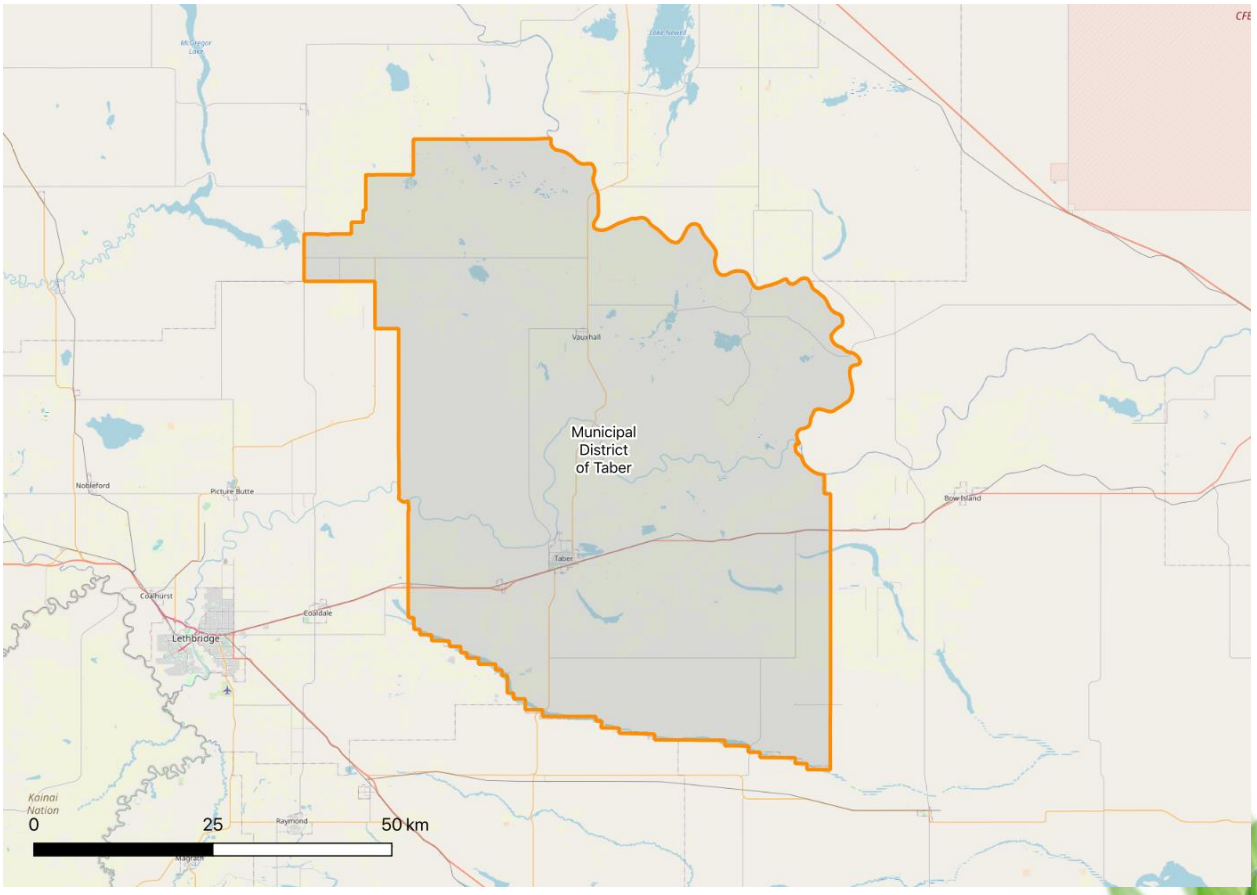
December 9, 2020

Town of Taber Study

TELUS Insights Draft Proposal

Study Locations

The location of the study is identified as the Municipal District of Taber. The boundary of the study location is indicated on the map below by the grey polygon with an orange outline. The study location boundary is dependant on available network coverage. In rural locations network coverage includes larger areas, for better accuracy the Municipal District of Taber boundary is used to account for this.



Background

The Town of Taber believe they have a hidden population and would like to better understand the current population in the region. The Town of Taber has also heard from the business community that it can be challenging to hire local candidates because desirable rental properties are in short supply. The Town is working on community housing projects and understanding the commuter patterns would help to support this initiative. Having a measure of the number of workers commuting between the Municipal District of Taber and Lethbridge will help to identify economic leakage and provide an opportunity to reinforce decisions around housing projects.

Objective

The Town of Taber would like to better understand the potential hidden resident population, and recognize that the data will be pulled from the Municipal District of Taber, because of tower locations. Also, to help identify economic leakage, and measure the number of commuters coming from Lethbridge a count of the people who have an assumed work location in the Municipal District of Taber and an assumed home neighbourhood Lethbridge.

Project

Scope

As applied to the Municipal District of Taber, for the dates between January 1, 2019 and December 31, 2019 the following work will be completed:

- Monthly unique count of residents in the Municipal District of Taber
- Monthly unique count of people with an assumed work location in the Municipal District of Taber and an assumed home neighbourhood in Lethbridge AB.
- Monthly unique count of international visitors (broken down by country including Mexico).
- Excel data file
- Executive Summary PDF

Project Schedule

The following table sets out the timelines for the activities to be undertaken under the Project (the "**Project Schedule**"). The timelines described in the table are estimates, based upon TELUS' current understanding of Taber's target milestones for the Project. Due to scheduling during the 2020 holiday season this study will be delivered no sooner than January 2021.

Phase: 1

Activity	Description	Estimated Time for Completion
Discovery and Validation	▪ Discovery Session ▪ Validate Objectives ▪ Confirm Deliverables	5 Business Days
Analysis	▪ Data Pull ▪ Create / Run Algorithms ▪ Analysis and results will be completed by this time ▪ Municipal District of Taber Checkpoint	15 Business Days
Report	▪ Produce Excel data file ▪ Executive Summary PDF ▪ Sign off from TELUS privacy controller	10 Business Days
Total		**30 Business Days**

Pricing

The amount specified in the table below is a fixed price, net of applicable taxes. (the "**Fee**").

Description	Fee
Data Science Services	
▪ Data Extraction	CAD $5,100.00
▪ Custom Algorithm Programming & Data Analysis	CAD $3,400.00
Data Science Services Total:	**CAD $8,500.00**
Data Output Optimizations	
▪ Data Validation and adjustment	CAD $2,500.00
Data Output Optimization Total:	**CAD $2,500.00**
TOTAL SETUP COST (Excluding applicable taxes):	**CAD $11,000.00**
Monthly Cost	
▪ Data Validation and adjustment	CAD $2,150.00
Number of months	12
TOTAL MONTHLY COST (Excluding applicable taxes):	**CAD $25,800.00**
TOTAL COST (Excluding applicable taxes):	**CAD $36,800.00**

Council Request for Decision

Meeting Date: January 18, 2021

Subject: Southwest Alberta Regional Skills Study Report

Recommendation:

That Council accepts the Southwest Alberta Regional Skills Study Report as information.

Background:
Through the Town of Taber's relationship with Lethbridge College and the Community Advisory Committee it was determined that there was a need to study the needs of employers in Taber. This lead the Town to work on a regional project with Lethbridge College, SouthGrow, Community Futures Alberta Southwest, Vulcan County, Economic Development Lethbridge, and Lethbridge Family Services to study what skills are needed in the region. Administration updated Council on the status of the project in January 2020 and periodically throughout the year through department reports. The final document is now complete and attached for Council's information.

MDB Insights Inc. was selected by the project group to provide the professional expertise to tackle the project which began in January 2020. At the onset of the COVID-19 Pandemic the project took a brief pause to allow businesses time to adapt to their new realities. The project was informed by feedback of nearly 800 participants, both job-seekers and employers, throughout the region. This included 35 key informant phone interviews with Taber businesses and 16 Job Seeker survey participants, as well as a number of employer surveys and roundtable interviews.

The project resulted in an overall report for the Southwest Alberta Region with a corresponding technical document, as well as individual reports for the SouthGrow and Alberta Southwest regions, and specific municipalities or organizations such as the Town of Taber. The Town of Taber's Final Report and a one page document to summarize the findings is attached.

Where it is possible, MBD provided Taber specific data, however due to the size of our municipality, Taber specific data is not always available. In other cases, the sample size may have been too small to ensure an accurate representation and therefore some data is for the SouthGrow region as a whole.

Both the regional and Town report provide a number of objectives and action items to guide further work in this area and create an action plan for the project partners to work together with outside organizations to maximize efforts and outcomes. The Taber specific action plan begins on page 53 of Taber's report. Each item has been classified as a short, medium, or long term projects and assigned an estimated cost to help inform project delivery. The report was made for the community as a whole to inform the plans and strategies of community organizations and agencies. Some

projects can be actioned by the Town and regional partners and others will require community support.

Now that the study has come to a close, Administration will begin sharing the report with community organizations and tackling action items from the Taber report where budget allows and with Council approval.

To start on the regional action plan, the project team has begun creating specific working groups based on the objectives of the regional report to tackle action items. The groups are meeting with external organizations in the region who have an interest in the specific action items. The project group will be meeting on a quarterly basis while working groups will meet as needed to tackle specific objectives.

Legislation / Authority:

Municipal Government Act Section 3(d).

Strategic Plan Alignment:

Develop Community and Promote Growth - Explore post-secondary education partnership opportunities to establish Taber as an agricultural industry learning hub.

1. Partner with local businesses to sponsor a broad range of educational and training opportunities in Taber.
2. Establish and foster relationships with identified potential post-secondary partners.

Financial Implication:
There are no financial implications to accepting the report as information.

Service Level / Staff Resource Implication:
Economic Development initiatives such as this are a part of the on-going duties of the Planning and Economic Development Department.

Justification:
The project is now complete and has been published by the partner organizations. Council's acceptance will allow Administration to work on actionable items.

Alternative(s):
That Council does not accept the Southwest Alberta Regional Skills Study for information.

Attachment(s): Town of Taber Regional Skills Study Overview
Southwest Alberta Regional Skills Study - Taber Report

APPROVALS:

Originated By:
Phyllis Monks

Chief Administrative Officer (CAO) or Designate: _____

Southwest Alberta Regional Skills Study

Town of Taber

In 2019 the Town of Taber partnered with several regional partners to gain a better understanding of the labor market needs in Southwest Alberta. MDB Insights Inc. was hired by the partner organizations to provide the professional expertise to properly tackle the project. The project ran for 12 months which involved a brief pause while businesses adapted at the onset of the COVID-19 crisis.

Due to Taber's size, some data limitations were experiences, meaning data was collected for Taber specifically where available and for the SouthGrow Region when Taber specific data was not available.

- The Town of Taber has a strong talent pipeline with nearly 1000 high school graduates in the past 5 years. These students go on to obtain various levels of education and pursue a number of career paths. Emphasis needs to be on attracting graduates back to Taber after they complete their education as trends show many young adults are drawn to larger cities after completing their education.
- A projected 90 additional employees are needed in Taber by 2025, a 2% increase from 2020. The growth is expected to take place in transportation and warehousing, educational services, and the arts, entertainment, and recreation industry.
- The sectors employing the greatest number of people in Taber are manufacturing (13%) and retail trade (13%), followed by health care and social assistance (8%) and accommodation and food services (8%).
- In the SouthGrow region, the most in demand sectors were health care, tourism, and transportation, warehousing, and logistics. Projected demand will be met if the talent pipeline is successfully retained.
- A telephone survey of businesses in the southwest region contacted 117 SouthGrow businesses, including 35 from Taber. The majority of respondents were small businesses and 90% indicated they were either very satisfied or somewhat satisfied with operating in the region.
- 63% of Taber Businesses surveyed indicated that they experienced challenges recruiting or retaining employees (54% in SouthGrow). Areas where SouthGrow businesses experienced challenges were: availability of qualified candidates, perception of livability within the community, and availability of affordable housing.
- 54% of SouthGrow respondents indicated prior to COVID-19 they had experienced challenges in recruiting or retaining talent.
- 76% of SouthGrow businesses were either very satisfied or somewhat satisfied with the overall availability of qualified workers and availability of workers with the appropriate education. However, 40% were dissatisfied with the availability of a trained local workforce, 36% with the availability of prime working-age people (25-54), and 28% with the availability of experienced workers.

  This shows when looking at the availability of staff overall, businesses are generally happy, however when you break down the satisfaction into more specific areas, there is a need for workers with experience.
- The most requested training was: class 1 and 3 driver training, soft skills development for students and youth, and skilled technical trade development.

Taber is a growing community with a thriving agri-business community which is reflected by a need for more talent to support agri-business, supporting industries, and the entertainment and services enjoyed by employees.

Southwest Alberta Regional Skills Study
Regional Report: Town of Taber

September 2020

Taber Economic Development

MDB INSIGHT

Acknowledgements

We take this opportunity to thank those that contributed to this important regional initiative, including local businesses, associations, organizations, job seekers, students, educators, and government representatives. Your input has been invaluable.

We would also like to thank the Southwest Alberta Regional Skills Study Partnership members that guided this project, composed of representatives from; SouthGrow Regional Economic Development, Lethbridge College, Economic Development Lethbridge, Community Futures Alberta Southwest, Vulcan County, Alberta Southwest Regional Alliance and Taber Economic Development.

The project is funded by the Government of Canada and the Province of Alberta.

MDB INSIGHT

Contents

Glossary of Terms

AI: Artificial Intelligence

Apprenticeship: This form of training results in a skilled certification qualification, generally acquired through a combination of in-class and on-the-job learning.

Co-op: A Cooperative program (Co-op) combines classroom education with practical, structured work experience. It differs from the apprenticeship as it is usually facilitated through an educational institution.

Economic Development Officer: An employee that is responsible for planning, developing, coordinating, and implementing economic development policies, strategies, and initiatives that improve a community or region's economy.

Employability Skills: Skills needed to enter, stay, and progress in the world of work. Examples of Employability Skills include essential skills such as communication, personal management skills, and teamwork skills.

ESDC: Employment and Skills Development Canada

Internships: Internships are usually completed as part of the coursework, and students receive credit towards final program completion. They can be full time or part-time and can be paid or unpaid

LMI: Labour Market Information is intelligence that helps inform about the current job market in a geographic region, province, or nationally. It informs decisions by sharing information about jobs, companies, industries/sectors, wages, etc.

Micro-credentials: A single, shareable endorsement or attestation of a learner's achievement of specific knowledge, skills or even competencies. Some micro-credentials utilize a badge system.

NAICS: The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments to collect, analyze, and publish statistical data related to the economy.

NOC: The National Occupational Classification (NOC) system is a federal statistical standard used by federal agencies to classify workers into occupational categories to collect, calculate, or disseminate data.

SME: Small and Medium-Sized Enterprises

Study Area: For this study, the Southwest Alberta region (Study Area) is defined as the area spanning east of the BC border, south of Calgary, and west of Brooks.

Transferrable Skills: Transferable skills are any skills you possess that are useful to employers across various jobs and industries. These might include skills like adaptability, organization, teamwork, or other qualities employers seek in strong candidates.

Soft skills: The Collins English Dictionary defines soft skills as "desirable qualities for certain forms of employment that do not depend on acquired knowledge: they include common sense, the ability to deal with people, and a positive, flexible attitude.

Workforce/Labour Force: The people engaged in or available for work in the Study Area.

Preamble

The Southwest Alberta Region Skills Study Partnership is a collaboration between regional stakeholders to help identify regional skills and competency gaps and explore ways to address them. The partnership is made up of Lethbridge College, Alberta SouthWest, Economic Development Lethbridge, SouthGrow, Community Futures Alberta Southwest, Vulcan County and Town of Taber.

The Regional Skills Study is designed to support greater alignment between job vacancies of local employers with those looking for work. For this study, the Southwest Alberta region is defined as the area spanning east of the BC border, south of Calgary, and west of Brooks.

The final product is a strategy that offers tangible solutions to local challenges related to the labour market, ensuring that resources are being best allocated and that efforts are coordinated for maximum results. The overarching goal of this work is to ensure Southwest Alberta Region has a productive and valued workforce that meets the needs of local employers and contributes to the local and regional economic competitiveness today and into the future.

Emerging from this work will be a series of reports specific to:

- Southwest Alberta
- SouthGrow
- City of Lethbridge
- Town of Taber
- Vulcan County
- Town of Fort MacLeod
- Town of Cardston

Methodology – Phased Approach

The first phase of the project included a full background review and situational analysis for the Study Area. This report included labour supply and demand projections, definitions of the focus sectors identified by the project team, the development of a lifestyle asset inventory and an analysis of the education pipeline and graduation rates in the region.

The second phase of the project focused on community engagement, which collected a wide range of inputs from approximately 780 individuals within Southwest Alberta. Activities included surveying the Study Areas business, and job seeker communities (delivered in two phases due to COVID-19 interruptions), stakeholder interviews, and a series of 6 workshops focused on key stakeholder groups, including industry and educators.

The third and final phase of the project combines data from the earlier phases into regional and community level skills reports. Seven reports have been developed in this phase for Southwest Alberta, SouthGrow, The City of Lethbridge, Town of Taber, Vulcan County, Fort MacLeod and Cardston.

These regional and community level skills reports delve into three main areas:

- The economic context and projections for each region and community which provide a data-driven understanding of which sectors are projected to grow, decline, and require replacement workers

due to retirements. This section also breaks down projected growth in targeted sectors identified by the project team, which include:

  - Renewable Energy,
  - Agricultural Manufacturing
  - Other Manufacturing
  - Tourism
  - Transportation Logistics and Warehousing,
  - Agriculture
  - Healthcare and Social Assistance
- The Education Pipeline and Graduation Rates/Patterns projected for each community are included to provide an understanding of the number of graduates projected in the region and their skill levels.
- The final section combines data from the previous sections to align the projected number of graduates and their skills levels to the projected labour demand looking out to 2025. This section identifies skills gaps or oversupply in each of the top occupations in the targeted sectors.

These profiles will support the development of the final deliverable, the Southwest Alberta Regional Skills Strategic action plan.

About the Data

Where does the data presented in this report come from?

MDB Insight Inc. gathers Statistical data from Manifold Data Mining; this tool use census data to calculate current year estimates with the following approaches: enhanced cohort survival methods, collaborative filtering techniques, and structural coherence techniques. The cohort survival method is used as a foundation for developing population forecasts. In addition to historical trends from 1991 to 2016, Manifold Data Mining considers the current birth and mortality rates, migration and immigration statistics, labour force activities and economic indicators. This tool has developed nonlinear modelling techniques for estimating other demographic variables and preserving the coherence structure in the census data.[1]

Other sources include the Canadian Business Counts and employment projection developed by metroeconomics.

About the Canadian Business Counts

Statistics Canada's Canadian Business Counts provides a record of business establishments by industry sector and size. This data is collected from the Canadian Revenue Agency (CRA). The Canadian Business Counts data records business counts as either "Without Employees" or "With Employees." The establishments in the "Without Employees" category include the self-employed (i.e. those who do not maintain an employee payroll but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Counts data use the Canada Revenue Agency as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than $30,000 are not included.

This section includes all registered companies that have a Goods and Services Tax number, as registered through the Canada Revenue Agency. Results should not be compared directly to existing business directories in Ajax as the criteria for registering are different for both. The Canadian Business Counts data are used primarily so that comparisons can be made to the Provincial Distribution of businesses across the same categories. In some cases, companies are registered in a community but operate in another community in the proximity.

About the Employment Projections

Employment by industry in any given area can be decomposed into economic base jobs (those that drive the overall economy) and community base jobs (those that serve the local population). The population growth of an area typically depends on its potential for growth in economic base employment, while an area's growth in community base employment depends on its population growth. In recognition of this interdependence between population and employment growth, *metroeconomics* has developed a community-based projection system that takes account of the economic and demographic factors influencing an area's growth potential. The system takes these factors into account as follows:

[1] https://www.polarisintelligence.com/resources/

- The economic base of the community is identified through the de-composition of local jobs on a place of work basis by industry into those that are *economic base* jobs and those that are *community base* jobs; this is achieved using a location quotient process.
- Economic base industries produce goods and services consumed primarily by businesses or people outside of the local community; these industries – also called export-based industries – produce agriculture, mining or manufactured products for consumption elsewhere or provide tourism or higher-order education/health care services to visitors/temporary residents.
- The potential for growth of a local community's economic base jobs is identified through assessing how many such jobs exist today and how many might exist in the future, drawing on *metroeconomics*' extensive forecasts of economic base industrial job trends nation-wide and province-wide.
- An assessment is also made of the potential for residents to commute to jobs in nearby employment locations drawing on existing patterns and *metroeconomics*' base case forecasts of such jobs by sub-provincial areas across the country.
- The potential for job growth within the local area and job growth in nearby locations determines the potential for job growth among residents.
- The *metroeconomics* system ties this resident job growth potential to the demographic side of the community; if potential job growth among residents exceeds the current supply of workers (based on age and gender assessment of the current population, age-specific rates of labour force participation, the level of unemployment, and the need to replace retiring workers), in-migration occurs; thus job growth potential determines population growth potential recognizing that each new job-holding resident typically brings along one or two dependents.
- The system further takes into account the fact that each new resident job-holder increases the need for workers who service the local population – the community base jobs – and that these additional community base jobs, in turn, create the need for more workers, more residents, etc.
- Employed residents' growth, in other words, drives the community's net in-migration requirements, which, along with standard assumptions regarding fertility and mortality rates, provide the parameters needed to develop local area population projections by age and gender.
- Projected economic base jobs by industry are added to projected community base jobs by industry to determine the total number of jobs by place of work that will exist in the community in the decades ahead.

About the NOC Skill Levels – how NOCs are classified to a skill level

According to Statistics Canada[2], the skill level is defined first of all by the amount and type of education and training required to enter and perform the duties of an occupation. In determining skill level, the experience required for entry, and the complexity and responsibilities typical of an occupation are also considered in relation to other occupations. Four skill level categories are identified in the NOC. Each major, minor and unit group is assigned to one of the skill levels. The skill level categories are broad aggregates, reflecting four commonly accepted educational, training or preparatory routes for entering

[2] https://www.statcan.gc.ca/eng/subjects/standard/noc/2016/introductionV1.1

employment. Requirements for individual unit groups or occupations may overlap between the boundaries of the skill levels. For example, some occupations can be entered with either a university degree or a college diploma. When the entry requirements for a unit group or occupation reflect a range of possible educational and training specifications, skill level placement of the group was determined by considering several factors. These include the requirements most generally demanded by employers, the minor group context, complexity of overall responsibilities and knowledge requirements, as well as further training and specialization acquired on the job.

The classification describes the educational and training requirements for occupations. However, the education and experience of particular job incumbents may not correspond exactly to the level described. Individuals may be over-qualified for their work, or they may work in occupations for which the entry requirements have changed after they became employed.

It is important to note that the skill level categories are not intended to designate socio-economic status or prestige. Rather they are intended to reflect actual occupational entry requirements. These requirements are expressed in terms of the formal educational system and other types of training specified by employers. NOC skill level criteria are presented below:

Skill level A

- University degree (bachelors, masters or doctorate)

Skill Level B

- Two to three years of post-secondary education at community college, institute of technology or CÉGEP
- Two to five years of apprenticeship training
- Three to four years of secondary school and more than two years of on-the-job training, occupation-specific training courses or specific work experience
- Occupations with supervisory responsibilities are also assigned to skill level B.
- Occupations with significant health and safety responsibilities (e.g., firefighters, police officers and licensed practical nurses) are assigned to skill level B.

Skill level C

- Completion of secondary school and some short-duration courses or training specific to the occupation
- Some secondary school education, with up to two years of on-the-job training, training courses or specific work experience

Skill level D

- Short work demonstration or on-the-job training
- No formal educational requirements

1. Executive Summary - Town of Taber Skills Profile

The Town of Taber is located in the SouthGrow region of the Study Area and has 4.4% of the Study Area's total workforce as of 2018. According to Manifold Data Mining, the Town of Taber had a population of 8,903 in 2018 and is projected to grow by 701 residents by 2028.

Due to data suppression, 4-digit NAICS and NOCS labour force projections for the Town of Taber are not available. At the 2-digit NAICS level, Taber is projected to require 90 workers to meet the employment demand. This represents an increase of 2% compared to the employment estimates in 2020. Most of this growth will be in transportation and warehousing, educational services, and arts, entertainment, and recreation. The SouthGrow Region is projected to require 5,057 people to meet new employment demand by 2025; 89% of this growth is expected in the City of Lethbridge.

Engagement Findings

As SouthGrow includes The Town of Taber, regional themes have been identified with Taber specific input included where available.

- COVID-19 has had a significant impact on the economy, causing businesses to adopt technology and job seekers to change their approaches to employment and the sectors they are pursing.
  - The most mentioned sectors by job seekers seeing an increase in job postings post COVID-19 were food services, healthcare, and agriculture.
  - 24% of job seeker respondents are temporarily or permanently laid off, and 18% have had their hours reduced.
  - 71% of job seekers mentioned they are very likely or likely going to consider employment in occupations that they may not have considered in the past.
- There is a perceived opportunity and skills gap between employers and job seekers in SouthGrow.
  - The majority of employers surveyed have experienced difficulties in recruiting and retaining talent (54%). In this group, the vast majority are 'very dissatisfied' or 'somewhat dissatisfied' with the availability of experienced workers in their industry and the availability of a trained, local workforce.
  - The majority of job seekers feel there are "poor or fair" job opportunities that match their skillset (65%) in the region.
  - The availability of qualified candidates and an ageing workforce/retirement were the most mentioned workforce challenges in SouthGrow.
  - SouthGrow businesses indicated that the most challenging attributes to hire or retain were skilled trades (e.g. plumbers, painters) and workers with strong technical skills.
  - Stakeholders in SouthGrow indicated significant challenges in attracting and retaining talent from outside the region and are seeing residents leave to larger centres.

- 46% of businesses reported that difficulties with skilled labour retention or recruitment were 'very likely,' 'somewhat likely' or 'likely' to influence their decision to stay in the region.
- Job seekers reported a lack of suitable job opportunities and a lack of adequately paying jobs were the most mentioned factors that significantly hindered job seekers' ability to get a job/better job.

- Opportunities to address challenges:
  - Industry and educators want to be working more closely together to understand what skills are needed and how to prepare graduates for the workforce. This includes the expansion of experiential learning opportunities to support soft skills development and worker exposure to retain the workforce in the region.

Education Pipeline: Town of Taber

During the last five years, an average of 198 students per year have enrolled in grade 12 in the Town of Taber. If the number of final-year secondary students remains constant for the next five years, this will result in approximately 960 new young workers graduating secondary school and potentially pursuing post-secondary education/training or entering the workforce. While the number of expected graduates are higher than the anticipated demand for new workers in the town, Taber's ability to provide labour will depend on the career paths that these students pursue. To ensure that there is an adequate number of qualified individuals within each discipline, the Town will require a pipeline of young workers that is proportionate to the employment needs and opportunities in the local labour market.

Education Pipeline: SouthGrow

The City of Lethbridge is home to two of the principal education institutions in Southwest Alberta, The University of Lethbridge, and Lethbridge College.

- During the last five years, the University of Lethbridge has graduated 9,120 individuals, majority in program streams such as business and languages, social sciences, arts and humanities.
- Lethbridge College has graduated 7,541 individuals since 2015, most of these graduated in areas such as trade and technologies and health science.

Workforce Projections: SouthGrow

Among all the sectors analyzed, health care is expected to have the highest projected demand by 2025. In total, the health care sector will require 1,070 new workers, followed by the tourism sector, which will require 556 new workers, and transportation, logistics and warehousing, which will require 350 new workers. Over the next five years, if the current educational pipeline maintains its trends and the region is successful in retaining graduates, SouthGrow should meet projected demand. However, the presence of graduates in the region does not mean they will remain to fill these projected jobs. The region should focus both on how to increase the supply of skilled workforce and connect these individuals with local opportunities to retain them.

The Town of Taber will have to make targeted efforts to attract and retain the required talent to as the workforce is drawn to larger centres.

COVID-19 is likely to have a depressing effect on many sectors in the short term; from the selected sectors, Tourism is expected to take the most significant hit. The other sectors are likely to see continued or increased growth, particularly healthcare, which has been stress tested in the pandemic.

Overall, the SouthGrow Region has a significant supply of new graduates in the target sectors identified in this study. However, many new grads do not have the necessary soft skills employers require. This situation creates opportunities for the Town of Taber to support the retention and attraction of talent in the community through experiential learning.

2. Community Economic Context and Projections

2.1 Labour Supply and Demand/Projections/and Assessment

2.1.1 Population Growth

According to Manifold Data Mining, in 2018, the Town of Taber had a population of approximately 8,903 people; this represents 4% of the Study Area's total population and 0.2% of Alberta's residents. During the next ten years, the town's population is expected to grow by 8%, and this means 701 new people will reside in Taber by 2028. The Town will experience lower growth compared to the province and the Study Area.

Figure 1: Population growth projections, 2018-2028

Year	Taber, Town	Study Area	Alberta
2018 Total population	8,903	206,271	4,417,880
2023 Total population	9,255	227,253	4,925,270
2028 Total population	9,604	250,136	5,490,940
10-year net change	701	43,865	1,073,060
10-year % change	8%	21%	24%

Source: Manifold Data Mining. 2018

2.1.2 Labour Force and Industry Sectors

Taber's labour force grew 7% from 2011 to 2018, adding a total of 326 people to the workforce. This growth is a third of the percentage growth experienced at the provincial level.

Figure 2: Labour Force Change, 2011-2018

Period	Taber, Town	Study Area	Alberta
Labour force 2018	4,751	108,281	2,559,960
Labour force 2011	4,425	80,455	2,115,640
% Change	7%	Not applicable	21%

Source: Statistics Canada, 2011 National Household Survey | Manifold Data Mining Inc. 2018

Note: Highlighted figures have been calculated using data from limited communities. Do not use for labour growth analysis

Most of the labour force in Taber is employed in sectors such as manufacturing (13%) and retail trade (13%). Taber has a larger share of the labour force engaged in manufacturing compared to the Study Area and the Province.

Figure 3: Labour Force (15 years and over) Employed by Industry Sector (2-Digit NAICS)

2-Digital Labor Force	Taber, Town	Study Area	Alberta
11 Agriculture, forestry, fishing and hunting	5%	8%	3%
21 Mining, quarrying, and oil and gas extraction	7%	3%	6%
22 Utilities	1%	1%	1%
23 Construction	7%	9%	10%
31-33 Manufacturing	13%	7%	6%
41 Wholesale trade	4%	3%	4%
44-45 Retail trade	13%	12%	11%
48-49 Transportation and warehousing	6%	4%	5%
51 Information and cultural industries	1%	1%	2%
52 Finance and insurance	2%	3%	3%
53 Real estate and rental and leasing	1%	1%	2%
54 Professional, scientific and technical services	4%	4%	7%
55 Management of companies and enterprises	0%	0%	0%
56 Administrative and support, waste management and remediation services	3%	4%	4%
61 Educational services	6%	8%	6%
62 Health care and social assistance	8%	13%	11%
71 Arts, entertainment, and recreation	1%	2%	2%
72 Accommodation and food services	8%	7%	7%
81 Other services (except public administration)	6%	5%	5%
91 Public administration	4%	5%	5%

Source: Manifold Data Mining. 2018

2.1.3 Labour Demand Projections

Metroeconomics projected by 2025, a total of 90 workers will be needed to meet the employment demand in Taber; this represents an increase of 2% compared to the employment estimates in 2020. Most of this growth will take place in industries such as transportation and warehousing, educational services, and arts, entertainment, and recreation.

Figure 4: Employment Projections (Place of Work) by Industry Sector, 2020-2025

Industry Sector	2020	2025	Net Change	% Change
Total all industries	4,011	4,101	90	2%
11 Agriculture, forestry, fishing and hunting	215	218	3	2%
21 Mining, quarrying, and oil and gas extraction	136	140	4	3%
22 Utilities	24	22	-2	-7%
23 Construction	87	90	3	3%
31-33 Manufacturing	658	657	-1	0%
41 Wholesale trade	204	192	-12	-6%
44-45 Retail trade	533	530	-2	0%
48-49 Transportation and warehousing	197	212	15	8%
51 Information and cultural industries	20	19	0	-2%
52 Finance and insurance	59	58	-1	-1%
53 Real estate and rental and leasing	34	35	1	3%
54 Professional, scientific and technical services	162	161	-1	-1%
55 Management of companies and enterprises	81	85	3	4%
56 Administrative and support, waste management and remediation services	342	353	12	3%
61 Educational services	446	481	35	8%
62 Health care and social assistance	21	22	1	5%
71 Arts, entertainment, and recreation	352	379	26	8%
72 Accommodation and food services	262	265	3	1%
81 Other services (except public administration)	178	181	3	2%

Source: metroeconomics 2020

2.2 Labour Profile and Sector Analysis

The Town of Taber, along with the regional partners, identified the key industry sectors for the regional economy. Each industry includes industry subsectors identified later in this section. The numbers below are derived from the 2018 labour force projections and 2019 business counts. These sectors are:

Sector	Total Labour	Total Businesses
Renewable Energy	25	3
Agricultural Manufacturing	396	6
Other Manufacturing	131	14
Tourism	448	46
Transportation Logistics and Warehousing	487	182
Agriculture	378	210
Healthcare and Social Assistance	360	58

This section will showcase the total labour force employed within these sectors and analyze the total number of businesses with employees in each of the industry subsectors.

Renewable Energy

A total of 25 residents were employed in the renewable energy sector; most of these people were employed in electric power generation, transmission, and distribution. In terms of businesses, a total of three companies were recorded in this sector in the Town of Taber: two in the electric power generation, transmission, and distribution sector; and one in remediation and other waste management services

Figure 5: Labour Force and Business in Renewable Energy

NAICS	Labour Force	Total Businesses
2211 Electric Power Generation, Transmission and Distribution	14	2
3336 Engine, Turbine, and Power Transmission Equipment Manufacturing	0	0
5629 Remediation and Other Waste Management Services	11	1
Total	25	3

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

Agricultural Manufacturing

A total of 396 residents were employed in the agricultural manufacturing sector; most of these people were employed in fruit and vegetable preserving and specialty food manufacturing, followed by other food manufacturing. In terms of businesses, a total of six businesses were recorded in this sector in the Town of Taber. Most of these businesses were in animal food production (2).

Figure 6: Labour Force and Business in Agricultural Manufacturing

NAICS	Labour Force	Total Businesses
3111 Animal food manufacturing	15	2
3112 Grain and oilseed milling	9	0
3113 Sugar and confectionery product manufacturing	90	1
3114 Fruit and vegetable preserving and specialty food manufacturing	129	1
3115 Dairy product manufacturing	0	0
3117 Seafood product preparation and packaging	0	0
3118 Bakeries and tortilla manufacturing	0	1
3119 Other food manufacturing	95	1
3121 Beverage manufacturing	58	0
3122 Tobacco manufacturing	0	0
Total	396	6

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

Other Manufacturing

A total of 131 residents were employed in other manufacturing industries; most of these people were employed in boiler, tank and shipping container manufacturing (21 people), and petroleum and coal products manufacturing (17 people). In terms of businesses, a total of 14 businesses were recorded in this sector in the Town of Taber. Most of these businesses were in Machine shops, turned product, and screw, nut and bolt (2), and other wood product manufacturing (2).

Figure 7: Labour Force and Business in Other Manufacturing

NAICS	Labour Force	Total Businesses
3132 Fabric mills	0	0
3133 Textile and fabric finishing and fabric coating	0	0
3141 Textile furnishings mills	0	0
3149 Other textile product mills	0	0
3151 Clothing knitting mills	0	0
3159 Clothing accessories and other clothing manufacturing	0	0
3161 Leather and hide tanning and finishing	0	0
3162 Footwear manufacturing	0	0
3169 Other leather and allied product manufacturing	0	0
3211 Sawmills and wood preservation	0	0
3212 Veneer, plywood and engineered wood product manufacturing	0	0
3219 Other wood product manufacturing	12	2
3221 Pulp, paper and paperboard mills	0	0
3222 Converted paper product manufacturing	0	0
3231 Printing and related support activities	0	0
3241 Petroleum and coal products manufacturing	17	0
3251 Basic chemical manufacturing	2	1
3252 Resin, synthetic rubber, and artificial and synthetic fibres and filaments	1	1
3253 Pesticide, fertilizer and other agricultural chemical manufacturing	1	0
3254 Pharmaceutical and medicine manufacturing	4	0
3255 Paint, coating and adhesive manufacturing	9	0
3256 Soap, cleaning compound and toilet preparation manufacturing	11	0
3259 Other chemical product manufacturing	1	1
3261 Plastic product manufacturing	0	0
3262 Rubber product manufacturing	0	0
3271 Clay product and refractory manufacturing	11	0
3272 Glass and glass product manufacturing	10	0
3273 Cement and concrete product manufacturing	0	1
3274 Lime and gypsum product manufacturing	0	0
3279 Other non-metallic mineral product manufacturing	0	0
3311 Iron and steel mills and ferro-alloy manufacturing	0	0
3312 Steel product manufacturing from purchased steel	0	0
3313 Alumina and aluminum production and processing	0	0
3314 Non-ferrous metal (except aluminum) production and processing	0	0
3315 Foundries	0	0
3321 Forging and stamping	0	1
3322 Cutlery and hand tool manufacturing	0	0
3323 Architectural and structural metals manufacturing	8	0
3324 Boiler, tank and shipping container manufacturing	21	1
3326 Spring and wire product manufacturing	0	0
3327 Machine shops, turned product, and screw, nut and bolt	11	2

NAICS	Labour Force	Total Businesses
3328 Coating, engraving, heat treating and allied activities	0	1
3329 Other fabricated metal product manufacturing	0	1
3331 Agricultural, construction and mining machinery manufacturing	0	0
3332 Industrial machinery manufacturing	0	0
3333 Commercial and service industry machinery manufacturing	0	0
3334 Ventilation, heating, A/C and commercial refrigeration equip.	0	0
3335 Metalworking machinery manufacturing	0	1
3336 Engine, turbine and power transmission equipment manufacturing	0	0
3339 Other general-purpose machinery manufacturing	0	0
3341 Computer and peripheral equipment manufacturing	0	0
3342 Communications equipment manufacturing	0	0
3343 Audio and video equipment manufacturing	0	0
3344 Semiconductor and other electronic component manufacturing	0	0
3345 Navigational, measuring, medical and control instruments	0	0
3346 Manufacturing and reproducing magnetic and optical media	0	0
3351 Electric lighting equipment manufacturing	0	0
3352 Household appliance manufacturing	0	0
3353 Electrical equipment manufacturing	12	0
3359 Other electrical equipment and component manufacturing	0	0
3361 Motor vehicle manufacturing	0	0
3362 Motor vehicle body and trailer manufacturing	0	1
3363 Motor vehicle parts manufacturing	0	0
3364 Aerospace product and parts manufacturing	0	0
3365 Railroad rolling stock manufacturing	0	0
3366 Ship and boat building	0	0
3369 Other transportation equipment manufacturing	0	0
3371 Household and institutional furniture and kitchen cabinet	0	0
3372 Office furniture (including fixtures) manufacturing	0	0
3379 Other furniture-related product manufacturing	0	0
3391 Medical equipment and supplies manufacturing	0	0
3399 Other miscellaneous manufacturing	0	0
Total	131	14

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

Tourism

A total of 448 residents were employed in tourism-related industries, most of these people were employed in full-service restaurants and limited-service eating places (294 people), and traveller accommodations (77 people). In terms of businesses, a total of 46 businesses were recorded in this sector in the Town of Taber. Most of these businesses were full-service restaurants and limited service eating places (24), and traveller accommodation (5).

Figure 8: Labour Force and Business in Tourism Related Industries

NAICS	Labour Force	Total Businesses
4532 Office supplies, stationery and gift stores	11	1
4811 Scheduled air transportation	2	0
4812 Non-scheduled air transportation	10	1
4821 Rail Transportation	1	0
4872 Scenic and sightseeing transportation, water	0	0
5615 Travel arrangement and reservation services	11	1
7111 Performing arts companies	0	3
7112 Spectator sports	0	0
7113 Promoters (presenters) of performing arts, sports and similar events	0	0
7114 Agents and managers for artists, athletes, entertainers and other public figures	0	0
7115 Independent artists, writers and performers	0	0
7121 Heritage institutions	0	1
7131 Amusement parks and arcades	0	0
7132 Gambling industries	0	0
7139 Other amusement and recreation industries	31	4
7211 Traveller accommodation	77	5
7212 Recreational vehicle (RV) parks and recreational camps	1	1
7213 Rooming and boarding houses	0	0
7223 Special food services	10	3
7224 Drinking places (alcoholic beverages)	0	2
7225 Full-service restaurants and limited service eating places	294	24
Total	448	46

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

Transportation Logistics and Warehousing

A total of 487 residents were employed in transportation logistics and warehousing industries; most of these people were employed in general freight trucking (99 people), and Farm, lawn and garden machinery and equipment merchant wholesalers (62 people). In terms of businesses, a total of 182 businesses were recorded in this sector in the town of Taber. Most of these businesses were in general freight trucking (83) and specialized freight trucking (37).

Figure 9: Labour Force and Business in Transportation Logistics and Warehousing

NAICS	Labour Force	Total Businesses
4111 Farm product merchant wholesaler	13	1
4121 Petroleum and petroleum products merchant wholesalers	0	3
4131 Food merchant wholesalers	20	0
4132 Beverage merchant wholesalers	0	0
4133 Cigarette and tobacco product merchant wholesalers	0	0
4142 Home entertainment equipment and household appliance merchant wholesalers	2	0
4143 Home furnishings merchant wholesalers	0	0
4144 Personal goods merchant wholesalers	0	1
4145 Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	0	0
4151 Motor vehicle merchant wholesalers	10	5
4152 New motor vehicle parts and accessories merchant wholesalers	1	1
4153 Used motor vehicle parts and accessories merchant wholesalers	0	0
4161 Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	2	0
4162 Metal service centres	10	0
4163 Lumber, millwork, hardware and other building supplies merchant wholesalers	0	0
4171 Farm, lawn and garden machinery and equipment merchant wholesalers	62	16
4172 Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	29	8
4173 Computer and communications equipment and supplies merchant wholesalers	11	0
4179 Other machinery, equipment and supplies merchant wholesalers	7	2
4182 Paper, paper product and disposable plastic product merchant wholesalers	1	0
4183 Agricultural supplies merchant wholesalers	25	4
4184 Chemical (except agricultural) and allied product merchant wholesalers	0	2
4189 Other miscellaneous merchant wholesalers	5	1
4191 Business-to-business electronic markets, and agents and brokers	0	2
4811 Scheduled air transportation	2	0
4812 Non-scheduled air transportation	10	1
4821 Rail Transportation	1	0
4841 General freight trucking	99	83
4842 Specialized freight trucking	55	37
4851 Urban transit systems	3	0
4852 Interurban and rural bus transportation	0	0
4853 Taxi and limousine service	8	1
4854 School and employee bus transportation	17	4
4855 Charter bus industry	0	0

NAICS	Labour Force	Total Businesses
4859 Other transit and ground passenger transportation	2	1
4862 Pipeline transportation of natural gas	0	0
4869 Other pipeline transportation	0	0
4871 Scenic and sightseeing transportation, land	0	0
4872 Scenic and sightseeing transportation, water	0	0
4881 Support activities for air transportation	2	0
4882 Support activities for rail transportation	0	0
4883 Support activities for water transportation	0	0
4884 Support activities for road transportation	0	5
4885 Freight transportation arrangement	0	1
4889 Other support activities for transportation	11	0
4911 Postal service	33	0
4921 Couriers	2	0
4922 Local messengers and local delivery	0	0
4931 Warehousing and storage	33	2
5615 Travel arrangement and reservation services	11	1
Total	487	182

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

Agriculture

A total of 378 residents were employed in agriculture industries, most of these people were employed in farms - except greenhouses and aquaculture (258 people), and farm, lawn and garden machinery and equipment merchant wholesalers (62 people). In terms of businesses, a total of 210 businesses were recorded in this sector in the town of Taber. Most of these businesses were Support activities for farms (25) and farms - except greenhouses and aquaculture (162). It is noteworthy that 127 of these farm operations were businesses without employees and are likely small farm-related production. It is also possible that a business registers itself in the Town, but operate in the MD.

Figure 10: Labour Force and Business in Agriculture

NAICS	Labour Force	Total Businesses
1110 Farms (except Greenhouses and Aquaculture)(1111 to 1124 and 1129)	258	162
1114 Greenhouse, nursery and floriculture production	0	1
1125 Aquaculture	0	0
1141 Fishing	0	0
1142 Hunting and trapping	0	1
1150 Support activities for farms (1151 and 1152)	0	25
1153 Support activities for forestry	0	0
4111 Farm product merchant wholesaler	13	1
4131 Food merchant wholesalers	20	0
4132 Beverage merchant wholesalers	0	0
4133 Cigarette and tobacco product merchant wholesalers	0	0
4171 Farm, lawn and garden machinery and equipment merchant wholesalers	62	16
4183 Agricultural supplies merchant wholesalers	25	4
Total	378	210

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

Healthcare and Social Assistance

A total of 360 residents were employed in the healthcare and social assistance sector; most of these people were employed in hospitals (97 people) and nursing and residential care facilities (90 people). In terms of businesses, a total of 58 businesses were recorded in this sector in the Town of Taber. Most of these businesses were child day-care services (14), offices of other health practitioners (13), and offices of physicians (12).

Figure 11: Labour Force and Business in Healthcare and Social Assistance

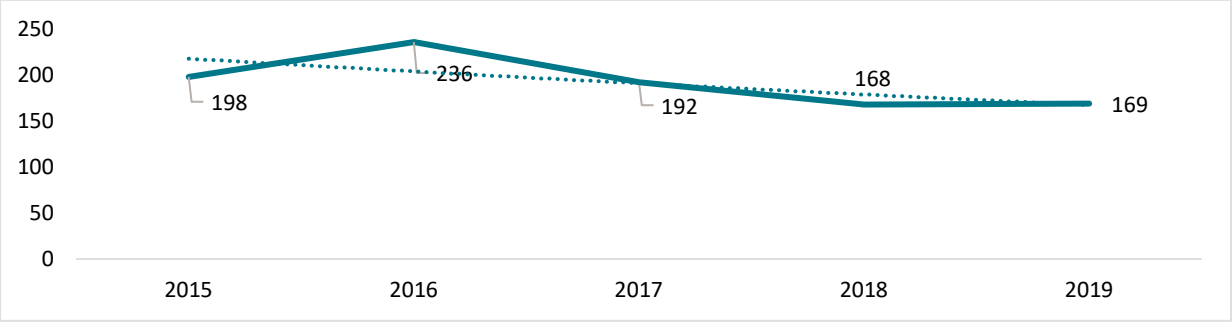
NAICS	Labour Force	Total Businesses
6211 Offices of Physicians	48	12
6212 Offices of Dentists	35	5
6213 Offices of Other Health Practitioners	19	13
6214 Out-patient care centres	9	2
6215 Medical and Diagnostic Laboratories	9	0
6216 Home Health Care Services	15	1
6219 Other Ambulatory Health Care Services	4	1
6220 Hospitals (6221 to 6223)	97	2
6230 Nursing and residential care facilities (6231 to 6239)	90	3
6241 Individual and Family Services	20	4
6242 Community Food and Housing, and Emergency and Other Relief Services	0	1
6243 Vocational Rehabilitation Services	0	0
6244 Child day-care services	14	14
Total	360	58

Source: Manifold Data Mining, 2018 | Statistics Canada; Canadian Business Counts, December 2019

2.3 Education Pipeline and Graduation Rates/Patterns

During the last five years, an average of 198 students per year have enrolled in grade 12 within the Town of Taber. The Southern Alberta Occupations Requirements section of the Phase 1 Report projected that between 2020 and 2025, there will be a net demand of 90 new job openings that will need to be filled due to newly created positions and upcoming retirements. If the number of final-year secondary students remains constant for the next five years, this will result in approximately 960 new young workers graduating secondary school and beginning post-secondary education/training or entering the workforce. While the number of expected graduates is higher than the anticipated demand for new workers in the town, Taber's ability to provide labour will depend on the career paths that these students pursue. To ensure that there is an adequate number of qualified individuals within each discipline, the Town will require a pipeline of young workers that is proportionate to the employment needs and opportunities in the local labour market.

Figure 12: Grade 12 Enrollment in the Town of Taber 2015-2019



Source: Alberta Open Data. https://open.alberta.ca/opendata/high-school-enrollments-by-municipality

In terms of post-secondary graduates, the data was divided into college graduates and university graduates to identify those individuals within the skill levels[3] A (university education) and B (college education). The data presented bellow identifies individuals who completed a program at a public post-secondary institution in the Lethbridge Service Area (Figure 15). These institutions include the University of Lethbridge and the Lethbridge College.

University Education

Most of the individuals who graduated from the University of Lethbridge between 2014 and 2019 obtained a degree in business, followed by languages, social sciences, arts, and humanities.

Figure 13: Estimates of numbers of graduates - University of Lethbridge (2014 to 2019)

Program Band	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Total
Business	470	461	473	448	409	2,261
Education	239	245	252	226	249	1,211
Health Science	383	381	324	317	332	1,737
Languages, Social Sciences, Arts & Humanities	457	458	428	414	424	2,181
Legal & Security	0	0	0	0	0	0
Physical, Natural & Applied Sciences	235	242	251	266	266	1,260

[3] According to NOC skill level classification there are skill levels A, B, C and D. Where A represents University education as a requirement, B for college education, C for on the high-school, and D for on-the-job training

Program Band	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Total
Recreation	95	94	99	90	92	470
Trades & Technologists	0	0	0	0	0	0
Total	1,879	1,881	1,827	1,761	1,772	9,120

Source: LERS Cubes

College Education

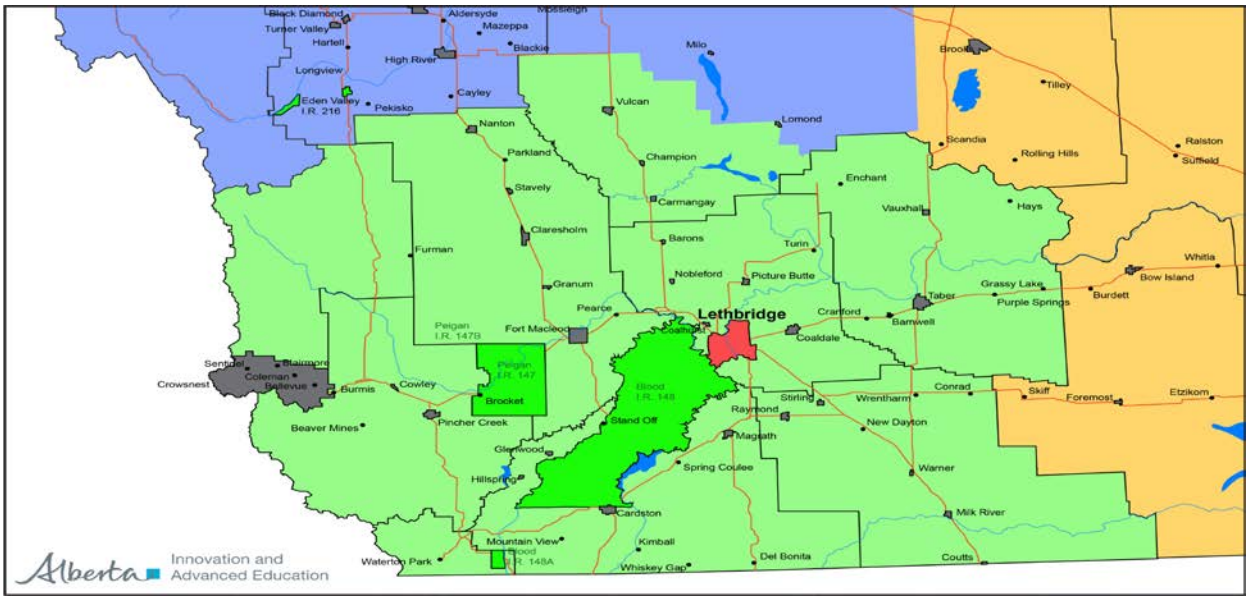
Most of the individuals who graduated from Lethbridge College between 2014 and 2019 obtained a diploma in trades and technologies, followed by health science, and legal and security.

Figure 14: Estimates of numbers of graduates – Lethbridge College (2014 to 2019)

Program Band	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Total
Business	161	148	162	137	148	756
Education	12	21	38	47	39	157
Health Science	362	336	313	308	363	1,682
Languages, Social Sciences, Arts & Humanities	229	159	186	164	197	935
Legal & Security	200	144	211	220	302	1,077
Physical, Natural & Applied Sciences	183	181	192	212	239	1,007
Recreation	16	15	20	18	18	87
Trades & Technologists	393	396	378	361	312	1,840
Total	1,556	1,400	1,500	1,467	1,618	7,541

Source: LERS Cubes

Figure 15: Lethbridge Service Area – Innovation and Advanced Education Alberta



Source: Alberta Ministry of Innovation and Advanced Education

3. Local Consultation and Engagement

Engagement activities were designed to encourage participants across Southwest Alberta to share their experiences and insights related to workforce issues and challenges, and gaps and opportunities that would improve the region's positioning in having a strong pipeline of talent. The comments in this section reflect the views, perceptions, and opinions as received. They have not been vetted for accuracy, instead reflect individual participant perspectives and viewpoints. Insights gathered, and conclusions drawn from the engagement and consultation activities reflect the collective responses. They should not be taken as generalizations about all employers or job seekers within the study area.

A wide range of inputs from approximately 780 individuals in the Study Area has helped form this local consultation and engagement report. Drawing from the extensive consultative initiatives that were held between February and June 2020, this report offers a synopsis of the emerging themes and priorities that have evolved through a comprehensive analysis of all inputs relating to SouthGrow. It is these themes and priorities that reflect the perceptions of participants.

Each section below highlights the themes most relevant to SouthGrow. Themes related to the Town of Taber have been included where possible. For the full engagement report, see the Southwest Alberta Regional Skills Study Consultation Input Summary Report.

3.1 Business Telephone Survey

Employer surveys were completed across the Southwest Region through direct telephone interviews and supplemented with an online web link to allow for flexible participation. The activity was interrupted and delayed as a result of COVID-19 emergency measures causing businesses to close temporarily. This resulted in the data collection being separated into two parts. Part one ran until mid-March, and resulted in 309 completes. To achieve the goal of 400 total completes, the survey was relaunched in late May, resulting in an additional 95 completes, surpassing our goal. The part two survey was revised to include several COVID-19 specific questions to inform how the pandemic has influenced skills requirements. The surveys probed workforce demand, skills need, challenges, and immigration considerations. The part one survey comprised 117 businesses from SouthGrow, not including Lethbridge, whereas part two totalled 25 businesses for a total of 142. The part one survey included 35 respondents from the Town of Taber, 7 in part two for a total of 42. The purpose of this section of the report is to highlight key insights from the survey that are relevant to SouthGrow. Themes related to the Town of Taber have been included where possible.

Local Employer Survey Part 1

Profile of Local Businesses and Employees

- **Business location –** Out of the 309 business survey respondents, 117 were located within the SouthGrow region, 35 in Taber. 88% of SouthGrow businesses considered themselves to be locally owned and operated, in line with the overall Study Area at 86%.
- **Years of operation –** 86% of respondents stated they had been in operation for more than ten years. Only one of the respondents indicated that they were new businesses less than a year old, and 7% stated that they had been in operation for 6 to 10 years.

- **Industry type –** The top industry types included: agriculture (35%), general manufacturing (7%), transportation (4%) and health and social assistance (4%). Agriculture was the largest category across the study region, at 19%.
- **Total number of employees –** 64% of respondent's businesses were small, with between 1 to 10 employees.
- **High level of business satisfaction –** Overall, 90% of SouthGrow respondents indicated that they were either 'very satisfied' or 'somewhat satisfied' with operating a business in the region.

Key Business Talent Attraction and Retention Satisfaction Indicators

- **Key challenges related to recruiting, hiring, and retaining employees –** 54% of SouthGrow businesses indicated having experienced challenges recruiting or retaining employees, compared to 63% in Taber. Of the businesses experiencing challenges in SouthGrow, 92% reported that the availability of qualified candidates was either 'a significant' or 'somewhat of a challenge.' This was followed by 49% for the perceptions of liveability within the community and 38% regarding the availability of affordable housing.
- **Difficult skills, knowledge and/or abilities to hire or retain –** Skilled trades (e.g. plumbers, painters) and workers with strong technical skills were the most challenging sectors.
- **12-month hiring intentions –** Nearly half (47%) from SouthGrow indicated that they are planning to hire new employees within the coming year, slightly lower than the overall results in the survey area of 52% and Taber at 54%.
- **In-demand occupations/positions –** The top three mentioned occupations/positions in demand were: cashiers/helpers/general labourers, sales/service workers and skilled trades.
- **Level of satisfaction regarding workforce development –** Respondents were 'very satisfied' or 'somewhat satisfied' with professional development opportunities for staff (75%), the availability of prime-working-aged people, ages 25-54, in the region (57%), and the availability of workers with the appropriate education (67%)."
  - Conversely, 52% were 'very dissatisfied' or 'somewhat dissatisfied' with the availability of a trained local workforce to recruit from and government and non-profit/community support activities 48%.
  - 45% of SouthGrow businesses were somewhat or very dissatisfied with the availability of experienced workers in their industry. Overall, these factors indicate that while workers are abundant with the appropriate level of education, there is a disconnect between this education and the tangible skills employees bring into the workforce.
- **Likelihood of staying in the region –** Slightly above half of the SouthGrow respondents (54%) indicated that difficulties with skilled labour retention or recruitment are 'likely,' 'somewhat likely,' or 'very likely' to influence their decision to stay operating within the region.

Support Requirements

- **Needed educational/training services –** The most commonly mentioned educational training or certification programs included: more class 1 and class 3 drivers licence training programs, more significant training for students and youths on increasing soft skill development. Technical and skilled trade development was also deemed necessary.

- Taber respondents mentioned the need for more trainers to allow for certification, promotion of currently available training services and professional skills training (e.g. project management).

- **Tendency to hire local talent –** 62% of SouthGrow respondents indicated that they do not recruit labour from outside of the region, in line with the 67% reported the survey area and in Taber. When hiring outside of the region, other areas in Alberta was the most common choice, followed by BC and Saskatchewan.
- **Limited R&D investments within SouthGrow –** 60% of SouthGrow respondents indicated that they do not allocate any percentage of revenue towards R&D activities. Of those firms that do engage with R&D, 32% spend less than 10% of total revenue.
- **Talent retention and recruitment should be prioritized in this strategy –** 24% of SouthGrow respondents felt that recruitment of talent is the most crucial labour force issue, followed by retention of talent to the area at 22%. Respondents also felt that better understanding what the region has to offer needs significant focus. Overall, these results fall in line with the broader survey area responses.
- **Current employee retention and attraction tactics –** More competitive wages and benefits were the most common tactics to increase employee retention and attraction, followed by investments in professional development opportunities.
- **Spending on professional development activities –** Of those respondents who knew their professional development spend, 19% of SouthGrow respondents indicated that they do not spend anything. Of those that do spend money on professional development, 41% spend between $1 and $1,000 on development activities. When asked what they expect their professional development spend to total the following five years, 39% of respondents felt that it would increase, whereas 44% felt it would remain the same.
- **Encouraging employee training and development –** 84% indicated that they 'strongly agree' or 'somewhat agree' that they encourage and support employees that want to learn new skills by helping them complete accredited training programs even if it costs them more, compared to, 75% in Taber.

Hiring Immigrant Workers

- **ESL/Language barriers are the most mentioned factor impeding SouthGrow businesses hiring immigrant workers** – Followed by concerns that qualifications/professional designations do not meet the Canadian standard and adequate resumes. A minority (36%) indicated they do not have any barriers to hiring immigrant workers; this was lower in SouthGrow compared to Lethbridge and SouthWest Alberta at 50%, respectively.
- **Information and support services needed to increase immigrant hiring -** Improved access to language and culture training was the most mentioned support service that would increase businesses' likelihood of hiring immigrant workers, followed by information on where to recruit specific skill sets outside the country and settlement support services.
- **The preferred method to obtain further immigration support and information –** The sharing of best practices (86%), Webinars (83%), and ESL Providers (72%) were the top-ranked preferences by SouthGrow businesses on engaging with further immigration support information.

3.1.1 Local Employer Survey Part 2

Profile of Local Businesses and employees

- **Businesses type –** Of the 25 SouthGrow businesses included in this survey, seven were from Taber. The majority (88%) of SouthGrow businesses are locally owned and operated, compared to 81% for the entire survey region.
- **Years of operation –** All of the SouthGrow business respondents had been in operation for more than ten years (100%), higher than the survey region at 83%
- **Industry type –** The most common industry represented was agriculture (48%). Most of the other respondents listed 'other industries,' which included firms with professional services and retail.
- **Total number of employees –** The majority of SouthGrow businesses surveyed were small businesses with ten or fewer employees (76% of respondents), 5 percent more than the entire survey area. 20% were medium to large businesses with 11 to 50 employees.
- **SouthGrow businesses are very satisfied with operating in the Southwest Alberta Region –** 100% of surveyed firms indicated that they were either 'very satisfied' or 'somewhat satisfied,' which is 6% higher than the overall results gained from the survey region.

Pre-COVID-19

Workforce Challenges – 54% of respondents have experienced challenges in recruiting or retaining employees. Of employers that have experienced challenges, 56% indicated the availability of qualified candidates as either a 'significant challenge' or 'somewhat of a challenge. Other challenges included language barriers (32%), ageing workforce/retirement (28%) and the availability of affordable housing (28%).

COVID-19 Questions

- **COVID-19 has had a significant impact on SouthGrow businesses –** 50% of SouthGrow respondents indicated that the pandemic had an effect on the health of their businesses with activity decreasing 'slightly' or 'significantly.' This result is 20% lower than the overall survey region. The majority (88%) were able to avoid permanently terminating staff, and 68% avoided temporary lay-offs.
- **Responses to COVID-19 –** SouthGrow business's most common reactions to COVID-19 was to shorten their hours of operations and support staff to complete professional development. Overall, these findings are in line with the total Southwest survey region results. Still, the SouthGrow region had the highest number of businesses that have not had to take any measures at 28%.
- **Short-term planning outlook if COVID-19 worsens –** 56% of respondents stated that they plan to continue with business as usual, while 16% indicated needing to take out loans or that they might have to lay-off additional staff.
- **Most SouthGrow businesses workforce surveyed cannot work remotely –** 64% of SouthGrow businesses surveyed indicated that none of their workforce was able to work remotely, 18% above that of the survey region.
- **Key workforce development activities taken during COVID-19 –** The most mentioned activities included; 'A re-evaluation of the skills required to support future operations,' 'future investment in

skills development,' 'investigation of the skill gap amongst employees' and 'Committed to future investment in skills development for staff.'

- **Short-term hiring intentions within 12 months –** Firms are divided on their hiring plans, with 60% of SouthGrow businesses indicating that they do intend to hire new employees, compared to 52% for the entire survey region. Note, this does not include rehiring those that may have been laid off due to COVID 19.
- **In-demand occupations/positions:** The most commonly mentioned occupations were management, engineering, and sales/service occupations.
- **Level of satisfaction regarding workforce development –** 76% of SouthGrow businesses were either 'very satisfied' or 'somewhat satisfied' with the overall availability of qualified workers and availability of workers with the appropriate education, the highest satisfaction rates in the Study Area. However, 40% were dissatisfied with the availability of a trained local workforce, 36% with the availability of prime working-age people (25-54) and 28% with the availability of experienced workers.
- **Likelihood of staying in the region –** 52% of SouthGrow respondents indicated that difficulties with skilled labour retention or recruitment were 'very likely,' 'somewhat likely' or 'likely' to influence their decision to stay operating within the region. Indicating that for nearly half of SouthGrow businesses, access to talent is not likely to influence their decision to remain in their location 10% higher than the Study Area.

3.2 Job Seeker Survey

The survey targeted job seekers that were unemployed, underemployed, or employed and looking for new opportunities. The survey was available through a web-based link and resulted in 56 online completes in Part 1, which launched in early March and closed in mid-March. For the relaunch in late May, the survey was revised to include additional questions that were focused on COVID-19 impacts. Part two resulted in 215 completes for a total of 271 completed surveys. The Southwest Alberta Skills Partnership organizations promoted the survey broadly across the region to maximize awareness and engagement and offered a prize draw to promote participation.

3.2.1 Job Seeker Survey Part 1

An online survey was advertised to Job seekers in Southwest Alberta in March 2020. The survey ended with no responses recorded for SouthGrow. The following bullets offer a brief overview of the broader Study Area job seeker survey findings.

- **Job seekers' current job status:** The largest proportion of respondents are currently working in a management or a cashier/helper/labourer role, and 75% of them are making less than $35 an hour.
- **Job seekers view of the job market:** If respondents could work in any industry, 22% are not sure where they would like to work. When looking at job seekers' view of the job market, respondents often feel there are relevant educational programming and “poor or fair” jobs that match their skillset.
- **Job seekers view the job search support system:** Jobseeker respondents primarily use online job boards such as Indeed and Workopolis for their job search and rely on job description information and employer websites to decide on their career paths. A large proportion of them use federal and provincial government websites to find relevant labour market information and do not work with an employment service organization.
- **Job seekers' view on skills and training**: A large portion of job seeker respondents feel access to opportunities and career/employment counselling would help them achieve their full employment potential. They also feel on the job training and a professional designation would enhance their employability.

3.2.2 Job Seeker Survey Part 2

The second release of the online survey was advertised to Job seekers in the SouthGrow Region in June 2020. The survey ended with 17 completed questionnaires, 16 of these from the Town of Taber. Respondents were asked about their perceptions of the local labour market and the available jobs in the SouthGrow Region.

While participation was low and cannot be interpreted to be representative of job seekers in SouthGrow, the following offers a brief snapshot of responses:

Implications of COVID-19

- 71% of respondents mentioned they are very likely or likely going to consider employment in occupations that they may not have considered in the past
  - This is 8% lower than the overall Study Area
- The most mentioned sectors seeing an increase in job postings post COVID-19 were food services (35%), healthcare (29%), and agriculture (24%)
- 41% of respondents feel no sectors had increased postings
  - This is 16% higher than the overall Study Area
- Furthermore, 24% of respondents are temporarily or permanently laid off, and 18% have had their hours reduced
  - This is comparable to 49% of respondents in the overall Study Area temporarily or permanently laid off, and 16% of respondents in the overall Study Area reporting reduced hours

Profile of Job Seekers:

- A large proportion (41%) of respondents are aged between 25-44 years old and would be considered a part of the core workforce in SouthGrow. 6% of respondents were over the age of 55
  - This is comparable to 45% of respondents aged 25-44 and 17% over age 55 in the overall Study Area
- 82% of respondents have lived in SouthGrow for longer than ten years. 59% of respondents have lived in the area for over 20 years
  - This is comparable in line with 75% of respondents in the Study Area who have lived in Southwest Alberta for longer than ten years
- 18% of respondents had a university degree, and 76% of respondents had education beyond a high school diploma.

Employment Characteristics of Job Seekers:

- 65% of respondents were employed during this timeframe of the second survey release
  - This is 18% higher than the overall Study Area (47%)
- 53% of respondents were seeking new/additional employment

- This is 22% higher than the overall Study Area

- 50% of respondents are considering moving out of the Southwest Alberta Region to secure employment
  - This is 3% lower than the overall Study Area (53%)
- 100% of respondents have been actively seeking employment for less than six months
  - Comparable to 62% in the overall Study Area

Job seekers current job status:

- A large proportion of respondents are currently working in clerical/administrative roles (35%), healthcare (12%) or a machine operator/assembly role (12%)
  - The largest proportion of respondents in the overall Study Area are working in clerical/administrative roles (13%) and healthcare (13%)
- 83% of respondents are making less than $35 an hour
  - 82% of respondents are making less than $35/hour in the overall Study Area.

Job seekers view of the job market:

- The majority of respondents feel there are "poor or fair" jobs that match their skillset (65%), opportunities to enhance their skillset (71%), relevant education programs (53%), and adequately paying jobs (71%)
  - Comparable to 75% of respondents in the overall Study Area rating poor or fair to jobs that match their skill set, opportunities to enhance their skillset (74%), relevant education programs (57%), employment assistance services (74%) and adequately paying jobs (74%)
- Most job seekers in SouthGrow mentioned the following sectors have a significant or somewhat of a factor in hindering their ability to get a job: A lack of suitable job opportunities (mentioned as a significant or somewhat of a factor by 82% of respondents) and a lack of adequately paying jobs (53%).
  - Within the overall Study Area, a lack of adequately paying jobs (70%) and a lack of suitable job opportunities (87%) were the factors most mentioned as significantly or somewhat hindering job seekers' ability to get a job.

Job seekers view on the job search support system

- The majority of Jobseeker respondents rely on online job boards such as Indeed and Workopolis (88%), word of mouth (71%) and social media (47%) when looking for a job.
  - Comparable to 82% of job seekers in the overall Study Area mentioning online job boards. 64% mentioning social media, and 54% mentioning word of mouth.
- They also rely on job description information (mentioned by 56% of respondents), wage rates and benefits (mentioned by 61% of respondents) and employer websites (mentioned by 41% of respondents) to decide on their career paths. 22% of respondents expressed they have never used labour market information, tools, or services.

- Comparable to 66% for job description information and 59% for employer websites, which are the most relied on information for respondents in the overall study to make career decisions

- A large proportion of them use federal (mentioned by 29% of respondents) and provincial (mentioned by 41% of respondents) government websites to find relevant labour market information and do not work with an employment service organization (100%)
  - Comparable to 42% of job seekers in the overall Study Area mentioning federal government websites, 39% mentioning provincial government websites and 32% mentioning colleagues.

Job seekers view on skills, training, and local support:

- A large portion of job seeker respondents feel access to opportunities (mentioned by 65% of respondents) and skills training (mentioned by 41% of respondents) would help them achieve their full employment potential
  - Comparable to 79% for access to opportunities and 34% for career/employment counselling, which was the factor job seekers in the overall Study Area stated would help them achieve their full employment potential
- Many respondents also feel certifications (mentioned by 35% of respondents) and a college diploma (mentioned by 24% of respondents) would enhance their employability
  - Comparable to 48% for on the job training and 39% for professional designation, which were the factors that job seekers in the overall study mentioned would enhance their employability.

3.3 Key Informant Interviews

A total of 35 key informant interviews were completed with identified stakeholders throughout the region; these included educational representatives, businesses, immigration service providers, local government, and workforce service providers. Four interview respondents were from Taber. The following insights were obtained from the interviews in SouthGrow and specifically Taber:

3.3.1 Employers Point of View on the Local Regional Skills Gap

Availability of talent

Competition for most low-skilled labour is tight. Local entry-level positions do not pay well enough to attract workers from outside the area. Urban centres attract skilled workers willing to drive the distance, creating a brain drain. On the other hand, specific roles such as cleaners, janitors, workers in transport and health care workers seem to be easier to source.

If an employer is looking for specific skills, labour supply can be tighter, as some workers are less willing to venture into the area. For example, as skilled truck drivers retire, employers are finding it hard to find new, younger workers.

Training levels vary

Some concerns were expressed about a lack of literacy. There is a portion of the population that generally does not pursue high school education due to various cultural practices, which lends to a lower percentage of the population having completed a high school education and a lack of literacy.

There is not as much entry-level work with a broad range of learning opportunities, so young workers or those in transition cannot get foundational work experience skills. This may be tied to the high pay and low formal education requirements in the oil sands.

Workers are also not learning specialized systems used on agricultural or construction equipment and trucks. Some farmers do not want expensive equipment damaged by an inexperienced worker. There were concerns expressed about a drop in digital literacy skills. Without those skills, one interviewee said, it's like being illiterate. An approach taken by the Health care industry is to use a charge-back method where workers have to pay for training if they do not stick with the employer who funded the courses.

Disconnect between outside companies and local workers

One interviewee noted a disconnect between companies based in urban centres looking for workers locally and not receiving the support they need to identify local workers with the skill sets required. As a result, there has been some local public opposition to the projects. Businesses complain commuters are not spending money in the community other than lunch. Buy-local marketing campaigns have been attempted, but often shops and businesses are not open when residents want to purchase items.

Disconnect in expectations related to the job description and accompanying salaries

While there are entry-level work opportunities that don't require experience, employers providing these opportunities feel younger workers that could take on these roles are not interested in manual-labour positions due to the nature of the work or the pay level. There is a perception in the community that

younger workers do not have the same tolerance for manual labour positions and their accompanying salary as older workers had in the past.

Some workers, particularly those that had worked in the oil sands, have become accustomed to high rates of pay and would prefer to work in a service job than manual labour if the income is similar. Some employers also feel the new generation of workers is less willing to put in extra time, arrive early or stay late.

Low German Mennonites and foreign workers were identified as a source of manual labour, but employers need to be educated on cultural differences. Otherwise, it is difficult to attract workers to the area.

3.3.2 Job Seekers Point of View on the Local Regional Skills Gap

It's not what you know

It is perceived that getting a job in the area depends on who you know. As a result, experienced newcomers and highly qualified individuals without local connections are working low-skills jobs. Affluent individuals are scooping higher pays even though they are not as skilled because of their connections.

Job seekers feel wages are low

Even in harsh work conditions, wage rates offered are low, resulting in less disposable income, multiple part-time jobs, and mental health issues. Workers are drawn to urban areas that pay better, resulting in a shrinking labour pool.

Communities are not welcoming

A better job needs to be done on acknowledging cultural differences for newcomers. Small towns are not as welcoming as they could be. Slow accreditation programs do not help and appear to benefit those already in the trade. An example of a qualified foreign dentist cleaning horse stalls highlights the perception that newcomers should be diminished and discounted before they are accepted in a community, a situation that needs to change.

Employers need to understand youth perspective

Employers are not creating jobs with growth potential; they are not willing to confront the demands of a younger workforce who want flexible work hours and little manual work. Some youth don't want to be saddled with a mortgage and the expense of owning a vehicle. As a result, local youth head to better-paying urban centres with more opportunities and suitable quality of life and don't return.

3.3.3 Education and Training – Challenges and Opportunities

Challenge – Build a bridge between business and education

Representatives from education and training believed there are more opportunities for collaboration among various players, specifically businesses and trade associations. Among employers, opinions ranged from wishing educational institutions took business needs more seriously to outright dismissal of the education system – saying business should take care of their training and avoid the educational system. The answer is likely somewhere in the middle, but a stronger bridge needs to be built among the various players facing the challenges. Also, there could be more effective relations between levels of education, with one public education stakeholder complaining that post-secondary institutions do not spend enough time promoting their programs at the high school level. Business owners also felt students could be introduced to work experiences at a much younger age, but the system is not set up for this.

Challenge – Understanding and addressing attitudes of jobseekers and employers

Concerns were expressed about the gap between expectations of both employers and job seekers, with a grudging admission that business owners will need to shift their thinking more than those in the job market. Employers who embrace the realities of attitudes among job seekers, in general, are more apt to retain them for more extended periods. What motivated an employer to take a job when he or she was younger (stable job, income, settling down) might not be attractive to a potential young Canadian-born worker in today's society (seeking professional stimulation, advancement, gym pass, flex time). The good news is young newcomers from other countries, or other parts of Canada may share the mindset of employers – seeking stability, but willing to preform manual labour. Again, employers will need to shift gears on how they attract and retain newcomers.

Opportunity – Enhance work experience programs

The Registered Apprenticeship Program was viewed as a positive program that helps build a connection between youth, educational institutions, and employers, providing an all-important on-the-job experience for a job seeker and determining if they have a passion for the industry sector or not. There were negative aspects of RAP (e.g. transportation challenges for apprentices, higher insurance costs for employers), but the benefits outweigh the burden. A similar work experience program could be developed for new Canadians.

Opportunity – Employer input into training and employee recruitment

Post-secondary education institutions could enhance their relationships with local employers by listening to their concerns and addressing them. Lethbridge College's agricultural programs were highlighted as an excellent example for other industries and institutions to consider. Some worker recruitment and retention initiatives were praised, such as job fairs and competitions. Still, all could benefit from better communication between business, education, workforce agencies, economic development offices and other stakeholders.

3.4 Regional Roundtables

Six roundtables were conducted with a focus on industry, education, and immigration to facilitate input from regional representatives. Efforts were made to include geographic representation from each Study Area region. Discussions informed on the labour market situation and talent pipeline in the region.

3.4.1 Educator Roundtable

An education roundtable was conducted via Zoom to gather perspectives from education and training representatives on the labour market situation and talent pipeline in the region. A total of 12 individuals participated in this session. Key themes included:

- COVID-19 is creating a great deal of uncertainty, creating high unemployment, and shifting the skills required by employers
- Improving accessibility to training through micro-credentialing and encouraging employers to invest in training is a primary focus
- There is broad consensus that youth need to have more opportunities for experiential learning, including tours, co-ops, and internships
- Participants agreed that new graduates are having difficulty articulating soft skills and experience when they apply for their first job, making it more difficult for them to find employment

According to educators, the top challenges facing employers are:

- Soft Skills, disconnect between employers and job seekers, uncertainty related to COVID-19 and difficulty clarifying soft skills and experience

The top challenges the education sector is facing are:

- Funding
- New program competencies in skills areas
- Employers not funding professional development
- There is a consensus that due to lack of funding and the need to be more effective, education institutions will need to work together with industry to:
  - Develop and access Labour Market Information (LMI), including alumni tracking
  - Provide more up to date, flexible and online programming
  - Connect Students to jobs by making them aware of the opportunities
  - Improve experiential learning
  - There is a consensus that a wide variety of excellent programs are available but not always easy to access or do not have broad awareness, highlighting the need for improved LMI and coordination

3.4.2 Industry Roundtable

An Industry roundtable was completed with identified stakeholders throughout the region.

Top workforce challenges employers are facing:

- Lack of soft skills
- Wages and the high expectations of new graduates
- Recruitment and attracting workforce to the region is difficult, lack of awareness of the area and what it has to offer in both lifestyle and work opportunities
- Continuous learning access and support
- Transition training
- The ratio of new grads to retirees is concerning to several businesses, specifically in the trucking industry
- Micro credentialing, including a system of recognition of soft skills, was an area of interest for employers
- Lack of awareness of all the programming and supports that exist in the region
- A clear desire to collaborate more closely with Secondary and Post Secondary institutions to improve student awareness of local opportunities, career pathways and experiential learning
- A desire to make the process of connecting with students more accessible and less labour intensive
- Employers would like to see KPI's relating to post-secondary outcomes, placements and retention in the region
- Employers are also interested in collaborating on training to make it more accessible locally at a lower cost, particularly in LEAN Manufacturing
- Employers suggested making co-ops mandatory

Positions that employers are having difficulty filling

- Sheet metal mechanics, Engineers, Technologists, production staff (technology ready), Management, LEAN trained, Mechanical Millwrights, qualified truckers
- Skills Gaps Employers are facing
  - Leadership, Communication, Continuous Learning mindset, Divers Licenses, Soft Skills, Digital Literacy (HTML)
  - People who can code or do programming and design websites etc. and people who are competent using a computer and using software related to their job.

3.4.3 Immigration Roundtables

Working in collaboration with Lethbridge Local Immigration Partnership (LIP) / Lethbridge Family Services, two roundtables were conducted via Zoom. The first session engaged immigrant-serving organizations and some local businesses to gather perspectives on immigrant integration to the workplace and into the community. The second session engaged new immigrants to the region. A total of 20 individuals participated in these sessions.

Themes from the First Session with Support Providers

- The service providers agree there are significant barriers to attracting and retaining immigrants in the Southwest Alberta Region
- There are a wide variety of services available to support both businesses and immigrants, but there have been disconnects in both awareness and access
- There is a desire to collaborate and engage with additional partners to improve services and access

Themes from the Second Session with New Immigrants

- Newcomers are facing barriers in getting jobs and integrating into Southwest Alberta, including:
  - English as a second or foreign language (ESL), getting the first job and recognized Canadian experience or references and recognition of skills as compared to credentials
- Supports Requested include:
  - Improved access to existing services, transition programming, career bridging, job shadowing and resume writing
- Participants would like to encourage employers to be more open to hiring immigrants and have more inclusive corporate cultures
- Continue to promote and make information more accessible to the immigrant community

4. Aligning Talent Supply and Demand

Due to data suppression, specific projections for talent requirements were unavailable for the Town of Taber. The section below showcases the labour force gaps identified in the SouthGrow region, which includes the Town of Taber.

4.1 Local Labour Force Analysis

This section examines the top 10 occupations employed in each identified industry sector, as well as the employment projections for these occupations, the skill level required according to Stats Canada, and the current pipeline of workers, to identify the labour skill gaps. This analysis only considers individuals graduating from post-secondary institutions in the Lethbridge Service Area, and high-school students enrolled in grade 12 in local schools. Occupations under the skill level A are matched to university graduate numbers, skill level B to college graduates, and skill level C and D are matched to the grade 12 enrollment numbers.

4.1.1 Renewable Energy

Based on retirements and economic activity, it is projected that the renewable energy sector will require a total of 39 new workers by 2025. Considering only the individuals graduating from post-secondary institutions in the Lethbridge Service Area, it is evident that if the graduate numbers trend continues, workers graduating just from Lethbridge College and the University of Lethbridge could meet the demand for workers in the top in-demand occupations in the renewable energy sector. However, it is recognized that graduates are mobile and may not remain in the community post-graduation. This suggests an opportunity to engage graduates further, and promote the assets of the region, as a means of retaining them upon graduation.

Figure 16: Labour Force Demand – Renewable Energy

NOC	2025 Projection Demand	Skill Level[4]
Total (All NOC in Renewable Energy)	**39**	**N/A**
7244 Electrical power line and cable workers	3	B
2133 Electrical and electronics engineers	2	A
9241 Power engineers and power systems operators	2	B
0912 Utilities managers	2	A
1111 Financial auditors and accountants	1	A
7243 Power system electricians	1	B
1221 Administrative officers	1	B
6552 Other customer and information services representatives	1	C
2171 Information systems analysts and consultants	1	A
7511 Transport truck drivers	1	C

Source: metroeconomics | LERS Cubes | Alberta Open Data

[4] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

4.1.2 Agricultural Manufacturing

The agricultural manufacturing sector will decline by a total of 40 workers by 2025. Reasons for this may include automation or because people are ageing or moving out of town. Nonetheless, some sectors will experience a small growth in some occupations during the same period, including bakers, retail salespersons, and sales and account representatives – wholesale trade (non-technical). Considering only the unique individuals graduating from post-secondary institutions in the Lethbridge Service Area, and individuals enrolling in grade 12 in local high schools. It is evident that if the graduate numbers trend continues, the pipeline of workers could meet the demand for workers in the top in-demand occupations in the agricultural manufacturing sector if retained in the region.

Figure 17: Labour Force Demand – Agricultural Manufacturing

NOC	2025 Projection Demand	Skill Level[5]
Total (All NOC in Agriculture Manufacturing)	**-40**	**N/A**
6332 Bakers	7	B
6421 Retail salespersons	3	C
6411 Sales and account representatives - wholesale trade (non-technical)	2	C
7514 Delivery and courier service drivers	2	C
1431 Accounting and related clerks	1	C
6552 Other customer and information services representatives	1	C

Source: metroeconomics | LERS Cubes | Alberta Open Data

[5] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

4.1.3 Other Manufacturing

Other manufacturing will decline by a total of six workers by 2025. Reasons for this may include automation or because people are ageing or moving out of town. Nonetheless, some sectors will experience a small growth in some occupations during the same period, including welders, and aircraft mechanics and inspectors. Considering only the unique individuals graduating from post-secondary institutions in the Lethbridge Service Area, and individuals enrolling in grade 12 in local high schools. It is evident that if the graduate numbers trend continues, the pipeline of workers could meet the demand for workers in the top in-demand occupations in the other manufacturing sector.

Figure 18: Labour Force Demand – Other Manufacturing

NOC	2025 Projection Demand	Skill Level[6]
Total (All NOC in Other Manufacturing)	**-6**	**N/A**
7237 Welders and related machine operators	5	B
7315 Aircraft mechanics and aircraft inspectors	4	B
7233 Sheet metal workers	3	B
9537 Other products assemblers, finishers and inspectors	2	C
7272 Cabinetmakers	2	B
9416 Metalworking and forging machine operators	2	C
7235 Structural metal and platework fabricators and fitters	1	B
2244 Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	1	B
7321 Automotive service technicians, truck and bus mechanics and mechanical repairers	1	B
9612 Labourers in metal fabrication	1	D

Source: metroeconomics | LERS Cubes | Alberta Open Data

[6] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

4.1.4 Tourism

The tourism sector will require 556 new workers by 2025. Most of these workers will be needed in occupations such as food counter attendants, kitchen helpers and related support occupations; food and beverage servers; and cooks. Most of these occupations do not require formal education, with some exceptions. Thus, considering only the unique individuals graduating from post-secondary institutions in the Lethbridge Service Area, and individuals enrolling in grade 12 in local high schools. It is evident that if the graduate numbers trend continues, the pipeline of workers could meet the demand for workers in the top in-demand occupations in the tourism sector.

Figure 19: Labour Force Demand – Tourism

NOC	2025 Projection Demand	Skill Level[7]
Total (All NOC in Tourism)	**556**	**N/A**
6711 Food counter attendants, kitchen helpers and related support occupations	116	D
6513 Food and beverage servers	83	C
6322 Cooks	66	B
0631 Restaurant and food service managers	52	A
6611 Cashiers	21	D
6311 Food service supervisors	21	B
5254 Program leaders and instructors in recreation, sport and fitness	19	B
6321 Chefs	18	B
6512 Bartenders	13	C
6511 Maîtres d'hôtel and hosts/hostesses	12	C

Source: metroeconomics | LERS Cubes | Alberta Open Data

[7] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

4.1.5 Transportation, Logistics and Warehousing

The transportation, logistics and warehousing sector will require 350 new workers by 2025. Most of these workers will be needed in occupations such as transport truck drivers, material handlers, bus drivers/subway operators. Most of these occupations do not require formal education and can be filled with individuals with a high school diploma or less educational attainment.

Considering only the unique individuals graduating from post-secondary institutions in the Lethbridge Service Area, and individuals enrolling in grade 12 in local high schools. It is evident that if the graduate numbers trend continues, the pipeline of workers could meet the demand for workers in the top in-demand occupations in the transportation, logistics and warehousing sector.

Figure 20: Labour Force Supply and Demand – Transportation Logistics and Warehousing

NOC	2025 Projection Demand	Skill Level[8]
Total (All NOC in Transportation, Logistics & Warehousing)	**350**	**N/A**
7511 Transport truck drivers	82	C
7452 Material handlers	21	C
7512 Bus drivers, subway operators and other transit operators	19	C
0621 Retail and wholesale trade managers	13	A
1512 Letter carriers	10	C
6411 Sales and account representatives - wholesale trade (non-technical)	9	C
7513 Taxi and limousine drivers and chauffeurs	9	C
7514 Delivery and courier service drivers	8	C
1521 Shippers and receivers	8	C
0731 Managers in transportation	8	A

Source: metroeconomics | LERS Cubes | Alberta Open Data

[8] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

4.1.6 Agriculture

The agriculture sector will require 135 new workers by 2025. Most of these workers will be needed in occupations such as managers in agriculture, general farmworkers, and retail and wholesale trade managers. Four of the top ten occupations by projected growth require a skill level A or B, which means university and college education, the rest in the list are occupations under the skill level C (occupations usually require secondary school and occupation-specific training).

Considering only the unique individuals graduating from post-secondary institutions in the Lethbridge Service Area, and individuals enrolling in grade 12 in local high schools. It is evident that if the graduate numbers trend continues, the pipeline of workers could meet the demand for workers in the top in-demand occupations in the agriculture sector.

Figure 21: Labour Force Demand – Agriculture

NOC	2025 Projection Demand	Skill Level[9]
Total (All NOC in Agriculture)	**135**	**N/A**
0821 Managers in agriculture	32	A
8431 General farm workers	18	C
0621 Retail and wholesale trade managers	7	A
6411 Sales and account representatives - wholesale trade (non-technical)	5	C
8252 Agricultural service contractors, farm supervisors and specialized livestock workers	4	B
7312 Heavy-duty equipment mechanics	4	B
7452 Material handlers	4	C
6421 Retail salespersons	4	C
7511 Transport truck drivers	3	C
1521 Shippers and receivers	2	C

Source: metroeconomics | LERS Cubes | Alberta Open Data

[9] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

Healthcare and Social Assistance

The healthcare and social assistance sector will require 1,070 new workers by 2025 in the SouthGrow Region; the vast majority of this increase will take place in the City of Lethbridge. This sector will experience the most significant employment growth among all the key industries in the city of Lethbridge. Most of this growth will take place in occupations such as registered nurses and registered psychiatric nurses, nurse aides, orderlies and patient services associates, and social and community services workers.

Considering only the unique individuals graduating from post-secondary institutions in the Lethbridge Service Area, and individuals enrolling in grade 12 in local high schools. It is evident that if the graduate numbers trend continues, the pipeline of workers could meet the demand for workers in the top in-demand occupations in the healthcare and social assistance sector.

Figure 22: Labour Force Demand – Healthcare and Social Assistance

NOC	2025 Projection Demand	Skill Level[10]
Total (All NOC in Healthcare & Social Assistance)	**1,070**	**N/A**
3012 Registered nurses and registered psychiatric nurses	148	A
3413 Nurse aides, orderlies and patient service associates	117	C
4212 Social and community service workers	59	B
1414 Receptionists	44	C
4214 Early childhood educators and assistants	38	B
3233 Licensed practical nurses	36	B
1411 General office support workers	32	C
3112 General practitioners and family physicians	31	A
4411 Home child care providers	31	C
3411 Dental assistants	25	C

Source: metroeconomics | LERS Cubes | Alberta Open Data

[10] Based on the National Classification Code Skill Matrix, developed by the Government of Canada

4.2 Regional Skills Gap Analysis

The following figures depict workforce challenges and requirements in the Study Area that have been identified throughout the stages of the project. The figures illustrate the challenges in General / Soft Skills, Specialized Skills, Technologies and Tools and Equipment and the sources through which these challenges were identified. Rankings were determined through a weighted point system with Vicinity Jobs being allocated 3 points, (3), Common Skills Matrix (2), Engagement Activities (1 for a mention in each activity for a possible total of 3), Trends (1). Key themes reiterated through these phases include the need to improve on soft skills (e.g., interpersonal skills), reducing the experience gap for new graduates entering the workforce, and providing more training and support to help individuals upskill. These can include introductory technology courses (e.g., Adobe Suite) or more specialized training for skilled trades and project management.

Figure 23: Identified Workforce Challenges: General / Soft Skills

General / Soft Skills					
Challenge Area	**Engagement**	**Common Skills Matrix***	**Trends**	**Vicinity Data**	**Points****
Ability to Learn	Business Survey, Interviews, Workshops	Yes	Yes	Yes	9
Interpersonal Skills	Business Survey, Interviews, Workshops	Yes	Yes	Yes	9
Work Ethic	Business Survey, Interviews, Workshops	Yes	Yes	Yes	9
Computer Literacy	Business Survey, Workshops, Interviews	Yes	Yes	Yes	9
General Labour	Business Survey, Workshops, Interviews	Yes	Yes	Yes	9
Communications Skills	Business and Job Seeker Survey	Yes	Yes	Yes	8
Ability to communicate in English	Workshops, Business Survey	Yes	Yes	Yes	8
Time Management and Prioritization	Business Survey	Yes	Yes	Yes	7
Teamwork	Business Survey	N/A	Yes	Yes	5
Customer Service	Business Survey	Yes	N/A	Yes	4
Sales/Service Skills	Business Survey	Yes	N/A	Yes	4
Critical thinking and problem-solving skills	N/A	Yes	Yes	N/A	3

*Technical Report: Southwest Alberta Regional Skills Study Skills Gaps Analysis, Common Skills Matrix ** Rankings were determined through a weighted point system Vicinity Jobs (3), Common Skills Matrix (2), Engagement Activities (1 for a mention in each activity for a possible total of 3), Trends (1).

Figure 24: Identified Workforce Challenges: Specialized Skills

Specialized Skills					
Challenge Area	**Engagement**	**Common Skills Matrix***	**Trends**	**Vicinity Data**	**Total****
Analytical Skills	Business Survey, Interviews, Workshops	Yes	Yes	Yes	9
Budgeting	Business Survey	Yes	N/A	Yes	6
Project Management	Business Survey	Yes	N/A	Yes	6
Skilled Trades	Business Survey, Interviews	Yes	Yes	N/A	5
Report Writing	N/A	Yes	N/A	Yes	5
Marketing	N/A	Yes	N/A	Yes	5
Ability to operate agricultural equipment	Interviews	Yes	Yes	N/A	4
Training/Teaching	N/A	Yes	Yes	Yes	4
Maintain Equipment	Business Survey	Yes	N/A	Yes	4
Maintain Financial Records	Business Survey	Yes	N/A	Yes	4
Management/Leadership skills	Business Survey	Yes	Yes	N/A	4
Inventory Management	N/A	N/A	N/A	Yes	3
Food Service	Business Survey	Yes	N/A	N/A	3
Electricians	Business Survey, Workshops	N/A	N/A	N/A	2
Millwrights	Business Survey, Interviews	N/A	N/A	N/A	2
Plumbing	Business Survey, Interviews	N/A	N/A	N/A	2
Engineering	Business Survey, Workshops	N/A	N/A	N/A	2
Recruiting/Hiring	N/A	Yes	N/A	N/A	2
Purchasing	N/A	Yes	N/A	N/A	2
Safety Training	Business Survey	N/A	N/A	N/A	1
Ability to operate construction equipment	Interviews	N/A	N/A	N/A	1
Heavy Equipment Technician	Business Survey	N/A	N/A	N/A	1
Mechanics	Business Survey	N/A	N/A	N/A	1
Animal Husbandry	Business Survey	Yes	N/A	N/A	1
Graphic Design	Business Survey	N/A	N/A	N/A	1
Carpentry Skills	Business Survey	N/A	N/A	N/A	1
Accounting	Business Survey	N/A	N/A	N/A	1
Culinary Skills	Business Survey	N/A	N/A	N/A	1
Welding	Business Survey	N/A	N/A	N/A	1

*Technical Report: Southwest Alberta Regional Skills Study Skills Gaps Analysis, Common Skills Matrix ** Rankings were determined through a weighted point system Vicinity Jobs (3), Common Skills Matrix (2), Engagement Activities (1 for a mention in each activity for a possible total of 3), Trends (1).

Figure 25: Identified Workforce Challenges: Technologies

Technologies					
Challenge Area	**Engagement**	**Common Skills Matrix***	**Trends**	**Vicinity Data**	**Total****
Technical Skills (Comfort using machinery)	Industry Sessions, Business Survey, Job Seeker Survey	Yes	Yes	Yes	9
Technical Skills (Comfort using machinery)	Industry Sessions, Business Survey, Job Seeker Survey	Yes	Yes	Yes	9
Microsoft Office Suite	N/A	Yes	Yes	Yes	6
Driver Licenses and Certification	Business Survey, Workshops, Interviews	Yes	Yes	N/A	6
Adobe Suite (Photoshop)	N/A	N/A	N/A	Yes	4
LEAN Manufacturing	Workshops, Business Survey, Interviews	N/A	Yes	N/A	4
Data and statistical analysis	Business Survey	Yes	N/A	N/A	3
Computer Programming	Business Survey	N/A	N/A	N/A	1
Robotics Expertise	Interviews	N/A	N/A	N/A	1

*Technical Report: Southwest Alberta Regional Skills Study Skills Gaps Analysis, Common Skills Matrix ** Rankings were determined through a weighted point system Vicinity Jobs (3), Common Skills Matrix (2), Engagement Activities (1 for a mention in each activity for a possible total of 3), Trends (1).

Figure 26: Identified Workforce Challenges: Tools and Equipment

Tools and Equipment					
Challenge Area	**Engagement**	**Common Skills Matrix***	**Trends**	**Vicinity Data**	**Total****
Forklifts	N/A	N/A	N/A	Yes	3
Power Tools	N/A	N/A	N/A	Yes	3
Conveyors	N/A	N/A	N/A	Yes	3
Boilers	N/A	N/A	N/A	Yes	3
Skid steers	N/A	N/A	N/A	Yes	3
Disposal units	N/A	N/A	N/A	Yes	3
Lawnmowers	N/A	N/A	N/A	Yes	3

*Technical Report: Southwest Alberta Regional Skills Study Skills Gaps Analysis, Common Skills Matrix ** Rankings were determined through a weighted point system Vicinity Jobs (3), Common Skills Matrix (2), Engagement Activities (1 for a mention in each activity for a possible total of 3), Trends (1)

5. Strategic Directions

This strategic plan is the culmination of all research, analysis, and community stakeholder input. While each pillar offers a series of objectives and tactical actions, they are designed to work in concert, each building on and influencing the overall impact towards addressing identified labour force challenges and skills gaps in the Study Area.

Pillar 1: Labour Market Information

Access to relevant and recent LMI is paramount to informed decision making. Regional service providers, residents, businesses, and academia all need to be current in their knowledge and understanding of what is happening in the labour market, both locally at the community level, regionally, and beyond. Keeping informed on provincial policies and their implications, economic shifts, employment and unemployment activity, employer hiring or downsizing, enrollments all support the identification of challenges, opportunities, trends, and priorities. Making this information available in a clear, concise, and useable manner expands knowledge to employers, job seekers, students, businesses, local intermediaries, and governments. It also supports opportunities for greater collaboration and collective efforts to prioritize and respond in a timely manner.

It has been long identified in Canada that access to local labour market information is still challenging, even though our labour market intelligence (LMI) system is recognized as one of the best in the world[11].

Currently, in the Study Area, employer and job seeker needs and education pipeline data are not broadly understood, not easily accessible, or consolidated for easy access. Completed employer surveys, interviews, and the talent pipeline analysis all illustrated gaps.

The majority of job seekers surveyed indicated that there is a lack of suitable job opportunities in the region. In contrast, nearly half of all businesses surveyed indicated a lack of suitable applicants. These perceptions indicate that a gap exists between supply and demand for labour that may be addressed through better LMI.

An essential aspect of this pillar is the establishment of a centralized, shared and accessible platform for data that is currently being collected by the members of the partnership, or through established and credible organizations that focus on LMI collection and dissemination. One such organization is the newly formed Labour Market Information Council, which would serve as a great resource and potential link from a regional LMI site. The next step is collecting data to fill gaps, including alumni tracking, improving LMI literacy, job postings and relevant data that can be extracted, and simplifying the language and methods used to communicate skills proficiencies or deficits. Understand that different audiences, such as job seekers and employers, require a different approach than researchers, institutions, and government. It is not simply putting information on a website, instead of disseminating it in a manner that can be used.

There was a wide variety of perceptions of which skills existed and were needed in the workforce that clashed with available data. Stakeholders indicated they would like to have access to better information.

[11] Advisory Panel on Labour Market Information; Working Together to Build a Better Labour Market Information System for Canada Final Report, May 20, 2009;

Pillar 2: Talent Retention

Demand for talent, particularly specialized talent, is growing, locally, regionally, and worldwide. It is recognized that COVID 19 has slowed this demand in select geographies and sectors due to the economic fallout and business closures. However, to remain competitive in the battle for talent, it is necessary to remain vigilant and responsive to identified talent needs. Talent retention demands proactive and thoughtful consideration of targeted strategies that support an evidence-based understanding of what talent is needed, what talent is available and the influencing factors that support talent retention and skills development. Significant efforts will be necessary to ensure that local talent remains in the area, beginning with those who come to the region for education and migrants. As with business retention, there is a greater return on investment to keep workers in the area than to try to attract new workers. The region is projected to see population growth over the coming years, and this creates an opportunity to further build the available labour pool, through retention and attraction. The assets of the region can play a significant influencing role in that regard.

A significant component of retention is aligning the workforce with the jobs available now and through sector growth into the future. This spans occupations across all skill levels, and all who chose to be active in the labour market. Communities can improve retention by improving access to reskilling, retraining, workplace integration, and workforce readiness services.

A survey conducted by Lethbridge College indicated that 6-months post-graduation, 51% of graduates were no longer living in the Lethbridge area. The local labour pool attracted to the University of Lethbridge and Lethbridge College represents the most promising long-term pipeline of talent into the region. Efforts to integrate this population into the community and strengthen their exposure to life in Southwest Alberta may prove favourable and support retention.

Engaging broader community support to help facilitate experiential learning prospects such as co-ops and internships to link graduates to local businesses is a prime opportunity. These may include maker spaces, familiarization tours, and hands-on learning at the secondary and post-secondary level, further exposing students with the community and providing local employers with the opportunity to interact with potential future employees.

Employers have indicated they want to participate in experiential learning, but they perceive the current programs as onerous. Educational institutions can benefit from understanding the barriers experienced by employers and students and strengthening the process to achieve positive outcomes. These efforts support talent retention.

Pillar 3: Skills Alignment

At the core of an aligned labour market is the need to ensure that those skills, competencies, and abilities that employers are seeking are present in the labour force. Where specific skills are absent, the role of local post-secondary and training providers is amplified. Talent readiness to enter the labour market, to transition within the labour market, and to remain current in skills, knowledge, and abilities support a community's competitiveness and attraction for both business and labour force participants. This benefits from a deep alignment between education and trainers and employers. Employers are best positioned to inform on what skills they need and where the gap exists within the existing labour force. Educators are well-positioned to be responsive to these needs and to create an opportunity for skills development and upskilling.

There has been a significant workforce shift over the last few decades wherein employers are less willing or able to train entry-level employees. A growing share of the responsibility for training falls to individuals, and educational institutions must be responsive. Combine this trend with the lower direct employment experience of recent graduates; it is not surprising the most commonly identified labour force gaps with new graduates was lack of experience. Based on the research, this was followed closely with the lack of soft skills.

A significant challenge identified by employers was the relatively slower pace that education institutions could adapt their programming to support the integration of newer technology. Given the recent rise in the use of technology to carry out business as a result of COVID, the importance of a responsive strategy to improve on technology use and technology learning rises in importance.

Preparing the next generation of Alberta workers starts with integrating work and learning. As automation erodes entry-level jobs, companies will expect students to mix higher-level technical and soft skills. [12] Addressing the skills gap ensures a focus is placed on the specificity for skills development, through responsive and flexible learning channels and credentialing.

One issue raised through interviews and workshop sessions was the lack of commonly understood terminology to describe soft skills and non-work skills experience. A component of this project has been the development of skills profiles of top occupations projected to be in demand over the next five years. Building on these profiles, it would be helpful to continue to articulate the specific skills required and to ensure clear communication of this insight to those looking to develop or enhance their skills. These profiles lay the groundwork to develop career pathways, skills transferability, and employer identified skills needs. They may also inform on programming development, the introduction of micro-credentialing, or programming updates.

[12] https://coppoa.ca/; accessed 8-31-2020

Pillar 4: Talent Attraction

A key factor impacting the ability of businesses to recruit talent successfully is the narrative and persona of the community and surrounding region. The Study Area, and particularly the smaller communities within, has recognized challenges to attracting residents, who are often active participants in the labour market. This amplifies the necessity of a reflective and common message that showcases the area and all it has to offer. A clearly stated value proposition supports consistent communication that can be utilized by local employers in the promotion of their business and their employment opportunities. Part of this message should showcase the success stories of those that have chosen the region and the assets that drew them to the area.

Communities are encouraged to utilize existing professional associations, established entrepreneurs, employment support organizations, and other networks to connect newcomers with those that call the region home. This is an important aspect of promoting a welcoming community.

Documenting and sharing with employers' best practices in modernizing workplaces and adapting to the needs of the changing labour market reflects input received through the consultation process. This could include best practices addressing ESL/Language and cultural barriers, which were the most mentioned factors to businesses hiring immigrant workers. These businesses' best practices are critical as they were the most preferred method identified by employers on engaging with further immigration support information.

The Registered Apprenticeship Program (RAP) was viewed as a complementary program that helps build a connection between youth, educational institutions, and employers, providing the all-important on-the-job experience job seekers need to explore career pathways. There were negative aspects of RAP (e.g., transportation challenges for apprentices, higher insurance costs for employers), but the benefits outweigh the burden.

6. Moving from Strategy Development to Action

This skills gap study has resulted in the identification of common themes emerging through the data analysis and the engagement undertaken over the lifecycle of the project. It is this evidence that grounds the formation of a strategic plan to respond to the emerging priorities and advance Southwest Alberta towards a more balanced labour market. While the emphasis is placed on validating what skills gaps exist, and how that might be addressed, additional priorities were also identified as requiring attention. In total, the strategy presents four independently important foundation pillars, and collectively they are necessary to achieve the desired goal, that being an aligned labour market.

In the regional strategy, a series of thirteen objectives are offered as recommendations with tactical actions applied to support implementation and impact. Actions have been assigned a timeline that informs on which actions should move forward in the short (0-18 months), medium (2-3 years), and longer-term (3-5 years). Actions have also been identified as regional, local or both and assigned an estimated cost $ (0-$5,000), $$ ($5,000 -$10,000 and $$$ ($10,000+). Again, it is important to take into consideration changes in the economy and the region, as this may shift timelines for implementation.

In its simplest form, this strategic plan addresses the disconnect between labour supply and labour demand. It articulates and informs on existing skills gaps and the important role post-secondary institutions and local training providers can play in bridging this gap. For the region to remain competitive in their economy, it is necessary that a proactive, evidence-informed approach be utilized to ensure the labour force is best positioned to contribute actively. This means employers can access talent with the skills necessary to perform services or create products, and job seekers recognize and respond to the assets that make Southwest Alberta a place they are happy to call home.

It is important to note that this must be fluid, as unforeseen circumstances will drive the necessity to review the strategy regularly to validate its relevance. Never has this been more evident than in current times, where COVID forced the shutdown of many local economies and shifted the tight labour market to one that saw record unemployment rates.

6.1 Critical Path Action Plan

The Southwest Alberta Skills Study Partnership includes communities and educational institutions within the Study Area with differing levels of resources and capacity. Recognizing these differences has led to the development of critical path action plans specific to each partner community. The following action plan represents the objectives and actions identified for the Town of Taber. There is an opportunity for the Town to work collaboratively with other communities or as part of the regional Study Area to maximize efforts and outcomes.

Pillar 1: Labour Market Information

Objective #1	Develop a Comprehensive, Central and Current Labour Market Information System	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #1	Support the development of or contribute to a regional/community business database to support future business outreach and engagement. (Business database developed through this initiative will be shared as a starting point).	✓			$$	L&R

Objective #2	Disseminate Relevant LMI to Inform Decisions and Promote Opportunity	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #2	Develop/Share New and Existing training resource guides for job seekers and students that showcase career pathways to high demand occupations and local training options and micro-credentialing that support necessary skills and knowledge development and credentials. The guide should clearly outline the career paths, educational requirements, local training options, and available resources, assistance, and potential grants.		✓		$$	L&R

Pillar 2: Talent Retention

Objective #3	Foster Work Integrated Learning	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #3	Continue to engage local business associations and local businesses to promote and encourage experiential work term opportunities (internships, co-ops, apprenticeships) to increase participation and career awareness for local secondary and post-secondary students.	✓			$	L&R

Objective #4	Create In-depth Awareness of Local Careers	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #4	Host "familiarization tours" with local businesses that are experiencing growth to expose faculty members, career counsellors, and administration from local educational institutions to local workplaces. These tours should be tailored to educators and foster education – business relations. This strengthens educators understanding of how workplaces have changed over time and promotes economic sectors in the region.		✓		$	L

Objective #5	Retain Graduates	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #5	Promote mentorship programming for businesses and educational institutions to foster graduate connections within the community and within a sector or local business. This further supports knowledge exchange, career exploration, and skills development.	✓			$	L&R

Objective #6	Support Business Talent Retention Efforts	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #6	Continue to work with businesses to promote existing provincial and federal COVID-19 recovery initiatives to rehire workers.	✓			$	L&R

Pillar 3: Skills Alignment

Objective #7	Support Career Development and Upskilling	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #7	Support the development of deeper alignment between local school boards, colleges, and universities and employers, ensuring students, graduates, and teachers understand career paths and required skills. Consider the formation of a Talent Supply Table to foster regular discussions and information sharing.		✓		$	L&R

Objective #8	Support the Integration of the Immigrant Workforce	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #8	Connect businesses with immigrant services providers and support the development of transitional employment programming for new immigrants that include ESL and cultural training.	✓			$	L

Objective #9	Support the Development of Indigenous Talent	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #9	Work with Indigenous Governments and Economic Development Agencies to share LMI data and opportunities.	✓			$$	L&R

Pillar 4: Talent Attraction

Objective #10	Promote Welcoming Communities	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #10	Continue economic development efforts on diversifying and growing the economy (e.g., renewable sector) to grow the overall number of jobs in the region. Focus on areas that create long-term, meaningful employment opportunities.		✓		$	L&R
Action #11	Create a targeted marketing campaign encouraging skilled workers to relocate to the region. Provide materials and support to businesses that are recruiting talent.		✓		$$	L&R
Action #12	Continue to work with local employers and employees who recently moved to the region and have been successful and promote their positive experiences via online and offline channels.		✓		$	L

Objective #11	Foster Business Culture, Inclusiveness and Diversity	Priority Timing			Cost	Scale
		S	M	L	$	L&R
Action #13	Encourage businesses to promote corporate culture as a company benefit and a key consideration for potential employees. Focus on leveraging regional brand, local assets, employer perks, and workplace culture, incentives, and inclusive practices. This may be in the form of an employer guide, webpage, or a publication that depicts the return on investment.	✓			$	L&R
Action #14	Utilize on-line resources designed to guide stronger inclusiveness[13], and share with employers to foster the concept of a "welcoming and inclusive workplace culture" among businesses to promote diversity in the workplace.		✓		$$	L&R
Action #15	Consider creating a welcome package bundle for workers who relocate to the region for work. This package could include discounts for local services (e.g., community gyms, pools, etc.), local deals from businesses, and more. Collaboration with the business community to develop appropriate incentives is advised. Investigate creating a promotion campaign highlighting the package and sense of community across the region.	✓			$	L&R

[13] See for example: https://www.shrm.org/hr-today/news/hr-magazine/0418/pages/6-steps-for-building-an-inclusive-workplace.aspx; https://business.linkedin.com/talent-solutions/blog/diversity/2017/50-ideas-for-cultivating-diversity-and-inclusion-in-the-workplace

6.2 Local Assets Inventory

A lifestyle asset inventory was conducted for the broader Study Area, excluding the City of Lethbridge. Data from D&B Hoovers was used to assess the number and type of amenities available within the region. As talent becomes more mobile and jobs are less location-specific, the quality of life a community can offer is a more significant factor in the recruitment and retention of labour. Beyond job opportunities, more attention is now given to understanding the influencing factors of quality of life, including affordable housing, transportation and walkability, tourism and cultural assets, post-secondary and life-long learning accessibility, health care, school, social and sports programming for children. The Study Area has a wide variety of lifestyle assets that present a significant opportunity to showcase the value proposition of the region as a component of the talent attraction and retention effort.

The lifestyle assets examined in the Study Area in Southwest Alberta (not including the City of Lethbridge) include health care amenities (78), education institutions (92), social services (39), cultural and recreational assets (52), and environmental assets (5). The number of each of these asset categories indicates that the region offers a relatively small variety of services and opportunities for residents outside the City of Lethbridge. These communities need to leverage these assets to be competitive and able to attract and retain the talent required to meet the demand for workers in the future.

The lifestyle assets examined in the Town of Taber include 18 health care amenities, 25 education institutions, eight social services, and 11 cultural and recreational assets. As a small town, the number of these lifestyle assets is lower than in larger centres.

For further details, see the full Asset Inventory – Study Area.

Source Note: Data for this report has been sourced from D&B Hoovers, which maintains the world's largest commercial database from Dun & Bradstreet [14]. The Categories in this report correspond with the 2017 North American Industry Classification System (NAICS). This industry classification system was developed by the statistical agencies of Canada, Mexico and the United States [15].

[14] D&B Hoovers, dnb.com/products/marketing-sales/dnb-hoovers.html

[15] Stats Canada NAICS Codes, statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=1181553

7. Conclusion

The Southwest Alberta Regional Skills Study Partnership was formed to provide leadership and direction to address regional skills and competency gaps and explore strategic approaches to best position greater supply and demand alignment. The Partnership has recognized that local and regional competitiveness is significantly influenced by the business's ability to access the talent and skills needed to deliver products and services. In this ever-changing global environment, access to talent is no longer constrained by geography, rather ease of mobility and the speed at which technologies are transforming sectors, processes, and strategies are further influencing where talent works and lives. As a result of COVID-19, many communities are experiencing a slowdown or stall in the economy, while the labour force is seeing increased unemployment rates and displacement from the labour market. It is still unclear how long these disruptions will last, nor do we fully understand the implications and fall out. Communities that are being proactive and thinking longer-term will be best positioned to respond accordingly.

The convergence of workforce and economic development has also evolved in recent years. Recognition that a community's strongest asset is its talent pool is now guiding economic activity such as investment, site selection, and business expansion.[16] Where once serviced land was the key driver for investment interest, today, this is being upstaged by the availability of talent and the capacity through which communities can support talent development. Southwest Alberta is strongly positioned in talent development, with its post-secondary institutions being an attractor of students pursuing post-secondary education. Additionally, the region offers significant benefits that influence the quality of life, a second key factor that influences the job seeker decision on where to live.

This strategy positions Southwest Alberta to be responsive and proactive to the opportunities that will influence the capacity and capability to not only build the talent needed to drive local competitiveness but to attract and retain the talent necessary to fill those difficult-to-fill vacancies. Through a collaborative and collective effort, the Southwest Alberta Regional Skills Study Partnership, with the inclusion of additional partners that may choose to come to the table, has the roadmap to forge ahead with a future-focused plan that will support its communities and the region as a whole.

[16] https://aboutdci.com/2018/03/episode-40-next-practices-site-selection-insights-site-selectors-guild/; accessed 9-22-2020

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
ORRSC Grant Application for Updated Orthophotography

Recommendation:

That Council authorizes the Town of Taber to participate in an application for the 2021 South Region Urban Orthophotography Project submitted by the Town of Fort Macleod under the Intermunicipal Collaboration component of the Alberta Community Partnership Grant.

That The Town of Taber, a participant, agrees to abide by the terms of the Conditional Grant Agreement governing the purpose and use of the grant funds.

Background:
The Oldman River Regional Services Commission (ORRSC) is applying for grant funding on behalf of all member municipalities to update the Orthophotography in member municipalities.

The 2021 South Region Orthophotography project will include 43 municipal members and will seek funding through the Intermunicipal Collaboration component of the Alberta Community Partnership grant. With a successful application, the member group will acquire new, high resolution Orthophotography which is used in a multitude of applications including but not limited to municipal plans (ASP, IMDP, ADP), emergency response planning, bylaw enforcement, economic development and both conservation and engineering projects.

The Town of Fort Macleod has volunteered to be the managing partner for the project and with assistance from Jaime Thomas from ORRSC, will submit the grant application to Municipal Affairs.

The current Town of Taber orthophotography used in our GIS system is from 2017 and requires updating for operational purposes.

Legislation / Authority:
MGA Section 3

Strategic Plan Alignment:
Develop Community & Promote Growth as well as Define & Practice Good Governance

Financial Implication:
None if the grant is successful. In the event that the grant is unsuccessful each municipality could pay for the new orthophotos.
In the event the grant is not successful, the costs would be as follows:
1. Approximate cost to Taber if all participants were to stay in the project - $8744.79
2. Approximate cost to Taber if other participants decline to be involved in project - $11,368.23
*price could fall between these two.

Service Level / Staff Resource Implication:
No impact to staff, ORRSC and the Town of Fort Macleod will manage the project

Justification:
Having new orthophoto's will update and enhance mapping images the Town uses for a variety of planning and development purposes.

Alternative(s):
1. That Council requests additional information
2. That Council declines to support the grant application for the 2021 South Region Orthophoto project.

Attachment(s): Approval Document for signature

2021 Project Description

APPROVALS:

Originated By:
Ben Young

Chief Administrative Officer (CAO) or Designate: _____

Alberta Community Partnership – IC Council Resolution

1) Be it resolved that we authorize the _____
(Name of Municipality)

to participate in an application for the **2021 *South Region Urban Orthophotography Project*** submitted by the **Town of Fort Macleod** under the ***Intermunicipal Collaboration*** component of the ***Alberta Community Partnership Grant***, further

2) That the _____ , a participant, agrees to
(Name of Municipality)

abide by the terms of the Conditional Grant Agreement, governing the purpose and use of the grant funds.

_____

Chief Elected Official or
Duly Authorized Signing Officer

_____

Date

2. **Project Description**

The **2021 South Region Orthophotography Project** managed by the Town of Fort Macleod will see 43 urban municipalities pursue updated, high resolution orthophotography which will aid in the development of vastly important municipal projects. From a planning and development perspective, current, high resolution imagery serves as the necessary base for all mandatory plans including Intermunicipal Development Plans, Municipal Development Plans, and Intermunicipal Collaborative Frameworks. Additionally, high-resolution imagery also serves as a valuable component for a multitude of other municipal operations. Emergency response planning and preparedness, flood mitigation strategies, bylaw enforcement, economic development, conservation, asset management and engineering projects in addition to local municipal services such as snow removal and public transportation all heavily rely on current high-resolution imagery. The previous iteration of imagery provided to the partnering municipalities was done in 2017 and while important to view historical imagery when implementing new plans and projects, it is a requirement that these municipalities are provided with up to date imagery as a vast number of municipal operations and projects depend on it.

In addition, these 43 members are also part of the largest municipal GIS cooperative in the province of Alberta which is entering its 19th year of operation. This shared service has been imperative in the successful growth and development of each of the partnering municipalities. Ortho imagery is the backbone of the partners shared GIS project as it serves as the base spatial layer when viewing information such as land use, cadastral, assessment, and infrastructure to name but a few. Each of the municipal members will play a key roll in the project with individual and group discussions and decisions regarding the extent of the individual coverage areas, resolutions of the photography and a rigorous quality assurance exercise to ensure the deliverables meet the needs of each member.

Orthophotography provides a framework for nearly all projects as every municipal department benefit from up-to-date imagery. The partnering municipalities lean a great deal on the success of this grant application as the cost to fly orthophotography per individual municipality is extremely high and, in most cases, will fall outside the constraints of their budget particularly due to shortcomings caused by COVID-19. Each partnering municipality have done large amounts of groundwork in preparation and planning with the assistance of Oldman River Regional Services Commission (ORRSC) GIS staff, who serve as the partnerships GIS contractor, and if successful with this application, have an extremely well-prepared strategy to undertake this large project. A successful project will see each municipal member provided with a current high resolution ortho image which will serve purposeful in nearly every municipal operation and project moving forward.

3. Why are the project and grant needed?

A. Does the project help resolve an outstanding service gap or problem for the communities within the partnership?

The 43 participating partners will be seeking arguably the most important piece of information that any municipality can utilize to produce all documents related to their ongoing growth, development and relationships with surrounding municipalities. Planning and development rely heavily on imagery when compiling studies on annexations, subdivisions, compliance, and downtown revitalizations. Successful creation and delivery of intermunicipal development plans (IMDP), municipal development plans and area structure plans again depend on having current, high resolution imagery.

Public works departments are also intensive users of the imagery as much of their day-to-day duties involve network maintenance which is derived solely from utility spatial data overlaid over imagery. When public works require assistance from contracted engineering companies to aid in creation and installation of utility, and asset management projects, an updated ortho image is a necessity for completion and is one of the first pieces of information provided to municipal contractors.

COVID-19 has created difficulties for nearly every municipality in Alberta. It has been a reminder to each partner that having an effective emergency response plan to mitigate the consequences of potentially hazardous situations such floods, wildfires, and personal wellness issues brought on by COVID-19, places them the most optimal position do disseminate resources when necessary. Every emergency action plan requires accurate and current mapping which of course current imagery is paramount to. Bylaw enforcement, emergency services, recreation, economic development, taxation, finance and human resources are other departments whose duties necessitate the ability to view up-to-date imagery.

The partnership feels a profound urgency for the update of orthophotography for 2021, most notably for the fact they can no longer move forward with reliable mapping projects using imagery from 2017. There has been a high demand for new imagery from many of the participants over the last two years as many are changing daily with residential, commercial, and industrial developments, while others have gone through annexations since the date of the last set of imagery in 2017. The 2021 project will fit into the historical imagery cycle as like projects have been completed for the partnership in 2017, 2013, 2009, and 2005.

High resolution orthophotography has proven to be an important pillar of information as every department and project depend on it daily. It is also important to note that this imagery is provided externally to entities doing work in, around, or on behalf of each municipality. Ortho imagery is regularly shared with conservation organizations, Elections Alberta, Elections Canada, Fire Underwriters Survey, school divisions, telecommunication companies, Alberta Municipal Data Sharing Partnership and post secondary institutions to name but a few. Future planning and development are the main reason for wanting new imagery, but as previously stated, the use of orthophotography transcends just one department and is used by nearly everyone, both internal and external, that helps shape the future growth and success of their respective municipality.

B. What is preventing the partnership from undertaking the project in house or from obtaining the resources or expertise needed for the project? How will the grant be used to resolve these barriers?

Pursuing an orthophoto project proves to be a difficult exercise for those municipalities trying to do it individually. While receiving an image seems like an easy deliverable, what goes into the planning and decision making are sometimes beyond the professional scope of what a municipality can provide. Prior to the collection of aerial imagery, the flight contractor requires parameters regarding time of year/day of the flight, coverage area, ground sample distance (GSD), horizontal accuracy, and deliverable formats for mapping purposes. While many municipalities feel comfortable providing this information to a contractor, there are just as many that do not. The partnership group relies on a 19-year relationship with the Oldman River Regional Services Commission (ORRSC) who has aided the partners in each of the last four orthophotography projects. ORRSC works closely with each municipal partner and assists in the decision-making process which in turn, will provide the specifications to the contracted flight company.

Most importantly however, acquiring orthophotography as a large group sees each individual municipality save approximately 40% over undertaking an ortho project individually as we see vast cost sharing in shuttle times (plane in the air) and post processing procedures. If for example town A, B, and C choose to partner in acquiring imagery, the contracted flight company can plan one flight with all three towns included, thus splitting the cost of the flight. If Town A however, is the only participant, they bear the full cost of the flight and post processing. It has been documented in prior ortho projects that by partnering together, an extraordinary cost saving is experienced. The costs associated with capturing orthophotography are indeed significant, and for the majority of the partners would not be fiscally feasible with budgetary constraints. This program provides the only opportunity for many partners to acquire current, high resolution imagery on a regular cycle.

***4A**: How will each participating member be involved in the project planning, administration, and decision making?*
Provide a brief description of the project roles and responsibilities for each partner. What arrangements and processes are in place to ensure that the interests of each member will be met in the final outcomes of the project.

Each municipality had an extensive role to play in the initial planning phases of the project. Image capture areas had to be carefully chosen to make sure that the delivered product integrated important infrastructure installations, transportation routes, growth areas, plan (IMDP) boundaries and environmentally sensitive areas into the capture area. Water treatment plants, sewage lagoons, country residential sites and commercial developments that may lie just outside of a municipal boundary are important entities which by capturing imagery in high resolution, can aid in development, future growth and decision-making processes.

Additionally, careful consideration was also made regarding annexations that have taken place since the last orthophoto project in 2017, and potential annexations that may take place in the next four years. Each partner wants to ensure that the potential imagery captured in 2021 will be suitable for the next 3-4 years moving forward.

During the preliminary delivery phase, each participating member is given an opportunity to review and conduct their own quality assurance to make sure the final imagery meets predefined specifications relating to coverage extents, clarity with cloud free environment, limiting obliqueness, and shadow coverage. During this thorough review by each municipality, ORRSC staff who possess a wealth of experience with orthophoto projects, will concurrently conduct their own quality control to ensure the imagery meets spatial data specifications for use in each clients GIS. Spatial coordinate systems, file type, and compression sizes will be reviewed by ORRSC staff to make sure the final delivered product meets digital mapping specifications. All the participants are striving for the same goal of successful growth and development which, by being a part of a large, synergistic cooperative, allows these municipalities both large and small to work toward these shared goals.

4B. How will conflict be resolved to ensure a successful outcome which meets the interests of all project participants? Provide details of any dispute resolution mechanisms that may be in place between the partners.

This will be the fifth orthophoto project for the vast majority of the partners and leaning on past history, there have been no conflicts between participants in any of the prior projects. The two closest geographical members of the project are the towns of Turner Valley and Black Diamond whereby after a recent annexation, their two boundaries are shared, agreed on one large coverage area that will capture both municipalities. A future amalgamation between the two municipalities will rely heavily on the imagery captured during this project.

The only opportunity for dispute can come between the selected contractor and the participants concerning the delivered product, whereby ORRSC GIS staff will then act as an arbitrator to resolve the potential issue. As previously noted, ORRSC GIS staff have a great deal of experience dealing with projects of this magnitude and their professional skillset when dealing with geographical spatial data will be relied upon for overall success. The chance of dispute is extremely small as intermediary review procedures are implemented prior to final delivery to ensure that every deliverable meets the initial specifications.

5A. Provide a concise overview of the project workplan, timeline, and project risk mitigation strategies that are in place.

November-December 2020

Preliminary work on the project started in November with the assistance of ORRSC GIS staff. Each municipality had a chance to decide on their coverage area and the data was compiled by ORRSC GIS staff into one large spatial data file. This amalgamation of data also included additional project specifications such as file type, file size, date, time of day capture and clarity. Two flight contractors were supplied the data specifications and have provided initial quotations for the project.

January-March 2021

With the help of ORRSC GIS staff, a flight contractor will be selected, and a preliminary schedule of aerial capture will be created based on geography and historical dates where no snow is remaining on the

ground. The successful contractor will have been given the data specifications in December and have a clear directive in the capture of the imagery.

April – July 2021

First flights commencing on or around April 20 and continue into the second week of July. This window is specifically selected as it allows for the best unobstructed view of the ground prior to full leaf out on deciduous trees. Both of the potential flight contractors are equipped with two fixed wing aircrafts in their fleet and has ensured that they can complete all the flights within the required timeline. If, however, Alberta is subject to a long winter that prevents the contractor from capturing imagery in the spring of 2021, the partnership is prepared to extend the capture period into the fall of 2021 and spring of 2022. While it is extremely unlikely that this will be needed, the end date of the project will be listed as late 2022.

September-November 2021

If everything goes well during the capture period in the spring, the contractor will need approximately 10 weeks (Sep-Oct) to deliver the final product. Initial delivery will pass through a stringent and time-consuming QA/QC by each municipality with assistance from ORRSC GIS staff. After the initial QA/QC by the municipalities and ORRSC are complete, a final delivered product that meets all specifications will be delivered to each partner and input into each individual GIS system, thus completing the project in November 2021.

5b. What are the expenditure estimates provided under the Project Budget section based on? Include details on the anticipated project resources, service providers, or contractors, as well as information on preliminary estimates or quotes if they have already been obtained.

Two orthophoto contractors within the Province of Alberta were given the opportunity to provide preliminary estimates based on the compiled data specifications. A formal proposal was delivered by the two contractors, which has provided the partnership with a sound estimate of expenditures. Both contractors have an extensive history of large scale orthophoto projects and the partnership is confident in either contractor's ability to deliver a close cost estimate that will fall under the maximum limit of the grant program. The targeted contractor which completed the same project on behalf of the partnership in 2017 has a proposed a cost of $175,000 which includes the delivery of imagery for all 43 partners and building footprint capture for those municipalities who were not part of the 2017 project. ORRSC GIS staff who will lead the post processing and addition of the spatial data into each municipal GIS has been allotted $6500 which will cover the technical time needed to conduct a thorough quality check, and publish each of the image files into the partners individual GIS platform. The partnership will be seeking $185,000 which leaves close to a $4,000 cushion for any unforeseen cost overruns.

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Information for Council

Recommendation:

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

Background:

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

The relevant communication for this Council agenda is:

1. The water clarity issues the Town has been experiencing have mostly cleared up by modifying the treatment process. Through discussions with Alberta Environment & Parks Drinking Water Operations Specialist Chad Moore indicated many other municipalities, in Southern Alberta, have been experiencing the same raw water issues of minerals in the water or "Hard Water". Staff have been gathering information through sampling of raw water at various locations from Chin Reservoir, the pipeline to the raw water cells and the raw water cells to try and narrow down the causes of the water discoloring. They will also be reviewing data from the treatment process over the past few months and compare it to past years data and try and locate the issues we have been experiencing.

   There may be one or several issues that caused the discoloring of the water, this process of locating where the problems occur may take a couple of months to accumulate the data needed to identify the problem source or sources.

Legislation / Authority:

Municipal Government Act, Section 3 and Section 5

Strategic Plan Alignment:

Improve Internal & External Communications

Establish appropriate communication protocols between Council and Administration

Financial Implication:

These will vary with information items.

Service Level / Staff Resource Implication:

These will vary with information items.

Justification:

To keep Council informed of current municipal information and correspondence.

Alternative(s):

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

Attachment(s): None.

APPROVALS:

Originated By:
Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____

Council Request for Decision

Meeting Date: January 18, 2021

Subject:
Standing Item - Council Requests

Recommendation:

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

Background:

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

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

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

Legislation / Authority:

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

Strategic Plan Alignment:

Improve Internal & External Communications

Establish appropriate communication protocols between Council and Administration.

Financial Implication:

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

Service Level / Staff Resource Implication:

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

Justification:

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

Alternative(s):

Alternatives will vary based on the discussion.

Attachment(s): Action Item Listing

APPROVALS:

Originated By:
Raeanne Keer

Chief Administrative Officer (CAO) or Designate: _____

Council Date	Resolution #	Resolution	Assigned To	Completed?	Request Return To Council by?
June 11/18	292/2018	MOVED by Councillor Strojwas that Council directs Administration to start the budgetary process, and investigate a celebration for the 40th anniversary of the twinning relationship between the Town of Taber and Higashiomi for 2021.	Admin Services	*In Progress*	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	*In Progress*	Not Stated
Oct 13/20	420/2020	MOVED by Councillor Garner that Council asks Administration to look into the lighting on the west-side of the walking path around the Golf Course, and south-side, coming back with recommendation and costs, and have the Kiwanis join in.	Public Works	*In Progress*	Not Stated
Oct 13/20	421/2020	MOVED by Councillor Strojwas that the Volunteer Golf Course Enhancement Committee would like to garner two rocks from the landfill Taber site, one by the office and the second rock by the Trout Pond walking trail that crosses the entrance to the landfill.	Public Works	*In Progress*	Not Stated
Oct 13/2020	422/2020	MOVED by Councillor Strojwas that Council directs Administration to contact Telus, to investigate the feasibility and costs associated with the census methodology used in Revelstoke, British Columbia.	Planning	**Complete – Refer to January 11, 2021 Agenda Package**	Not Stated

Dec 21/2020	444/2020	MOVED by Councillor Tams that Council invesitages an outside agency to assist Council in doing a Chief Administrative Officer review in January/February 2021, and for the template to become the property of the Town of Taber for Chief Administrative Officer evaluations; and, For the Audit Committee to be responsible for investigating and selecting a company to complete this audit, with findings coming back to from Council the Audit Committee.	Audit Committee/ Finace	*In Progress*	January/ February 2021

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