

Municipality of Jasper
Committee of the Whole Meeting Agenda
February 12, 2019 | 9:30 am
Council Chambers, Jasper Library & Cultural Centre

1. Call to Order (Deputy Mayor McGrath to chair meeting)

2. Additions to Agenda

3. Approval of Agenda

3.1 February 12, 2019 Committee of the Whole Agenda attachment

4. Approval of Minutes

4.1 January 29, 2019 Committee of the Whole Minutes attachment

5. Presentations

6. Business Arising from Minutes

7. Brief Updates

7.1 Culture and Recreation Services and Facilities Review, RFP Scope of Work attachment

7.2 2018 Debenture Expense Funds Transfer to C&R Restricted Reserves attachment

7.3 Protective Services Operating Budget Discussion attachment

7.4 Finance and Administration Operating Budget Discussion attachment

8. Correspondence for information, consideration or action

9. Other new business

10. Council representation on various boards, upcoming meetings

11. Upcoming Events

Feb.12: Intergovernmental Forum, Rotary Room, 1:30-4:30 pm

Feb. 20: NETMA, Jasper Legion, 5-7 pm

Feb.21: Friends of Jasper Childcare Society Storytelling Fundraiser, Downstream, 5:30 pm

Feb. 26: Jasper Affordable Housing Consultation, Council Chambers, 6-9 pm

12. In camera

12.1 Deliberative Matter: Strategic Planning Session – FOIP, S. 29

13. Adjournment

Please note: All regular and committee meetings of Council are audio-recorded.

Municipality of Jasper
Committee of the Whole Meeting Minutes
Tuesday, January 29, 2019 | 8:00 am
Council Chambers, Jasper Library & Cultural Centre

Present	Mayor Richard Ireland, Deputy Mayor Jenna McGrath, Councillors Helen Kelleher-Empey, Scott Wilson, Rico Damota, Bert Journault and Paul Butler
Also Present	Mark Fercho, Chief Administrative Officer Christine Nadon, Legislative Services Manager Kayla Byrne, Legislative Services Coordinator Yvonne McNabb, Director of Culture and Recreation Natasha Malenchak, Director of Finance and Administration Janet Cooper, Environmental Stewardship Coordinator John Greathead, Director of Operations Ross Derksen, Operations Services Manager Gord Hutton, Buildings and Asset Manager Marc Chalifoux, Utilities Manager Derek Prue, WPHA (presenter) Ron White, WSHL (presenter) Fuchsia Dragon, the Fitzhugh Craig Gilbert, the Fitzhugh 2 observers
Call to Order	Deputy Mayor McGrath called the meeting to order at 8:12 am.
Additions to agenda	Council added the following items to today's agenda: -4.2 Deliberative Matter – Intergovernmental matters -4.3 Deliberative Matter – Intergovernmental matters
Approval of Agenda	MOTION by Councillor Kelleher-Empey to approve the agenda for January 29, 2019 as amended. <div>CARRIED</div>
In Camera	MOTION by Mayor Ireland to move in camera at 8:14 am. <div>CARRIED</div>
Revert to Open Meeting	MOTION by Councillor Kelleher-Empey to revert to open meeting at 9:25 am. <div>CARRIED</div>
Recess	Deputy Mayor McGrath called a recess from 9:25 am to 9:33 am.
Approval of Minutes	MOTION by Councillor Wilson to approve the minutes of the January 15, 2019 meeting as presented. <div>CARRIED</div>
Presentation: Jasper Jr. Hockey	Derek Prue of the Western Provinces Hockey Association and Ron White of the Western States Hockey League presented information on their proposal for the implementation of a Junior A hockey team in Jasper. The presentation focused on competitive and community advantages. Mr. Prue and Mr. White also discussed the next steps for their proposal.

Councillors inquired about the quality of the arena, ice time, the local impact of a Jasper Junior A team, financial commitments, and timelines for making decisions pertaining to this proposal.

Recess

Deputy Mayor McGrath called a recess from 10:20 am to 10:27 am.

Brief Updates:
C&R Services &
Facilities Review

Administration presented updates to the proposed RFP scope of work for the culture and recreation services and facilities review. Councillors suggested edits to the purpose and methodology of the RFP scope of work.

The Community and Family Services (CFS) Department is also preparing to conduct a review of its services. It was noted CFS runs numerous culture and recreation programs; duplications of reviews should be avoided. Mr. Fercho confirmed he is working with Mrs. Waxer, Director of CFS, to create the RFP for the review.

Councillors and administration noted the necessity of determining the level of public engagement for this review.

This item will return for further discussion at the next committee of the whole meeting.

Studded Bicycle
Tire Rebate
Program

Mrs. Cooper presented updates to the request for decision regarding a studded tire rebate program. Councillors suggested edits to the administration of the program. This item will return for decision at the next regular council meeting.

Policy F-012

Ms. Nadon presented updates to Policy F-012: Proclamations, Letter of Support and Flag Raising Requests. Regarding external letter of support requests, council indicated it was in favour of supporting these requests in principle at a regular or committee meeting. This item will return for decision at the next regular meeting.

Operations
Operating and
Capital Budget

Administration presented highlights of the 2019 operating budget and the new proposed 2019 capital requests for the Operations Department.

Administration provided answers to councillors' questions regarding capital requests. The S-Block parking lot request will return for decision at the next regular meeting. The train engine relocation will remain in the capital request "parking lot" for now; it was also noted Parks Canada requested the train be removed prior to the start of its summer programs which are hosted at the Old Fire Hall. The Patricia and Willow intersection regrading request will also remain in the capital request "parking lot" for the time being.

Meeting extension

MOTION by Mayor Ireland to extend today's meeting at 12:04 pm.

CARRIED

Recess

Deputy Mayor McGrath called a recess at 12:25 pm to 12:33 pm.

Mayor Ireland

Mayor Ireland left the meeting at 12:25 pm.

Following discussions on capital requests, administration provided answers to councillors' questions regarding the Operations Department's proposed operating budget.

Intergov. Forum Agenda	Council discussed agenda items for the upcoming intergovernmental forum and who will sponsor those items.
Correspondence: Alberta Emerald Award Nomination	Council received a request from the Mountain Pine Beetle Ecology Program to provide a letter of recommendation to accompany its nomination of the TRIA Network for an Alberta Emerald Award. With no objections from council, a letter of recommendation will be granted.
Minister's Awards for Municipal Excellence	Council received notice of a call for nominations for the annual Minister's Awards for Municipal Excellence.
Education Symposium	Council received an invitation to attend the Alberta Rural Education Symposium in March.
Other New Business	<p>Councillor Damota inquired about lobbying opportunities and other options for councillors regarding alternate sources of revenue and possible changes to land rent for the Municipality of Jasper. Councillors suggested this item could be included in council's strategic priorities.</p> <p>Councillor Butler requested the 2018-2019 arena schedule.</p>
Council Representation	<p>Councillor Journault will participate in a teleconference call for the Trans Canada Yellowhead Highway Association.</p> <p>Councillor Damota will attend a Traffic Advisory Committee meeting. Traffic flow in the community and potential speed zone changes will be discussed.</p> <p>Deputy Mayor McGrath will be absent from the February 5 regular council meeting. Councillor Kelleher-Empey will attend a Jasper Municipal Library Board on Deputy Mayor McGrath's behalf.</p>
Upcoming Events	Council received a list of upcoming events.
In Camera	MOTION by Councillor Kelleher-Empey to return in camera at 1:27 pm.
Recess	Deputy Mayor McGrath called a recess from 1:27 pm to 1:33 pm.
Revert to open meeting	MOTION by Councillor Kelleher-Empey to revert to open meeting at 1:44 pm. CARRIED
Adjournment	MOTION by Councillor Journault that, there being no further business, the meeting of January 29, 2019 be adjourned at 1:45 pm. CARRIED



REQUEST FOR DIRECTION

Subject: Culture and Recreation Services and Facilities Review, RFP Scope of Work

Prepared by: Mark Fercho, Yvonne McNabb, Lisa Riddell, Jeremy Todgham, Peter Bridge, Kathleen Waxer, Christine Nadon, and other staff

Date – Discussion: January 15, 2019, January 29, 2019, February 12, 2019

Recommendation:

- That Council review and discuss the proposed methodology and scope of work for a Culture and Recreation Services and Facilities Review.
- That Council provide direction to Administration on next steps to finalize and approve a scope of work that is satisfactory to Council, prior to the Request for Proposals being posted publicly.

Background:

Council approved \$80,000 for a Culture and Recreation Services and Facilities Review as part of the 2019 capital budget. Possible steps for this project include:

1. Council and Administration develop the Request for Proposals (RFP) wording internally for a Culture and Recreation Services and Facilities Review by a consultant;
2. Determine the level of public engagement (public engagement policy attached) at Council or have as a step for the consultant to complete
3. Council approval of the final scope of work for the project, including level of Council involvement and formal presentation to Council intervals
4. RFP posted to the Alberta Purchasing Connection website;
5. Competitive process to select the consultant; and
6. Consultant to engage with the community, Council, staff and user groups to develop the review.

PURPOSE:

The purpose of this project is to help develop a framework with recommendations (including asset management considerations) to determine:

- which Culture and Recreation services the community desires;
- what the community is prepared to support with municipal tax dollars; and
- which facilities are required to provide those services, at what capital and operating costs.

This review will also:

- provide better information to support Council decisions around expending capital funds on municipal recreation facilities; and
- help Council set the vision for future Culture and Recreation services so that facility repairs and renovations are consistent with the desired future use.

There are many small, grassroots recreation groups deliver a broad range of culture and recreation soft services in Jasper. CFS hosted a recreation fair last year that reached out to around 80 groups. These services will be



included in the review along with municipally provided services for a full scope review.

The proposed services and facilities review will include recommendations on the municipal organizational structure and partnerships with external organizations for the delivery of culture and recreation in Jasper, following the main facility-oriented review and recommendations for facilities and services.

Proposed Methodology:

The following phases of work would likely apply **(Council input requested)**:

- **Project Initiation** –clarification of scope and schedule and the extent of Council and public engagement, determine responsibilities for consultant and municipal staff.
- **Background Review** –includes collection of a great deal of background information on demographics, inventories of services and spaces, use of spaces, technical requirements for space and local planning context. The consultant be aware of the state of the existing facilities, and be familiar with the recently completed facility condition review and proposed capital renovations report from Group 2, posted at: <http://jasper-alberta.com/DocumentCenter/View/1500/Recreation-Facility-Assessment-2017-PDF?bidId=> as background only. The document states some necessary changes for current facility/service provision that are not to influence this process. This process will determine services first, then determine the facilities needed. The state of existing facilities and then needed repairs will factor in the final costing analysis if that facility is selected.
- **User Group and Local Service Group Provider Review** – The Municipality will provide a listing of local organizations that provide the culture and recreation services in Jasper, what service is provided, listing of out-of-town user group, etc. that access and utilize culture and recreation services in Jasper for consultations. A sample of that list is attached.
- **Public Consultation and Needs Assessment** – First is to determine and agree on the level of public engagement with Council utilizing the municipal public engagement policy. This involves a great deal of Council, local provider, user group and public engagement and vision and results in a list of service needs. “Harder-to-reach” (such as transient workers, marginalized, seasonal workers, etc.) and out of town users of the facilities (such as hockey teams, soccer teams, etc) with clear benefits to the community would need to be included. This may take a few public events, surveys, and perhaps some focused by activity public consultation events. To complete this stage in the process will be a determination by Council on which culture and recreation needs presented by the consultant will move to the next phase of this project.
- **Facility Requirements** – Translate needs for those selected culture and recreational service into space requirements including what new might be required, what should be phased out, and what needs to be retrofitted or expanded. The review would include local user groups, but in cases such as the arena, would also include out of town groups such as hockey organizations that travel to Jasper and make up a large component of the facility use. Facility updates for accessibility as required.



- **Recreation Program Profiles** – Develop a program by program profile of what each recreational program requires in terms of capital infrastructure or facility, and ongoing operational costs, for Jasper where information is available, or from the consultant’s expertise for similar programs in other municipalities and “underutilized” facility and service suggestions. This includes culture and recreation program delivery by external organizations in Jasper utilizing municipal facilities. There is also a 2013 Services and Structure Review that would be made available to the consultant for services described in that report.
- **Prioritization Process** – Developing a process to prioritize uses, a decision making matrix to assist Council, and also recommendations of the consultant. This may include a “social return on investment” analysis and alternate delivery options. Final determination would be by Council.
- **Cost Comparisons** – Once culture and recreation services for Jasper have been determined by Council in a draft list, a cost comparison on the service delivery with a few other comparable communities delivering the service internally and externally would be required. Sample of their user fees vs taxpayer support by service, and cost recovery or partial cost recovery recommendations to be included.
- **Document the Plan** – Summarize and document the entire Plan and proceed through another round of public engagement at draft report stage before finalizing and presenting a final plan to Council.

The final Culture and Recreation Services and Facilities Review will be a product for Council, as directed by Council, and would answer the following questions:

- What general directions does the community want to take in terms of shifts in culture and recreation services?
- Focusing on the residents of the community, what are the outstanding culture and recreation needs currently that are not being met?
- Focusing on the external and “harder-to-reach” users, what are the outstanding culture and recreation needs currently that are not being met?
- What changes are anticipated to that list over the foreseeable future?
- What spaces and projects to create or maintain those spaces would be required to meet the identified culture and recreation needs, now and in the future?
- With respect to the projects above, what are the priorities currently, and in the longer term?
- For each of the highest priority projects above, what are the projects required to update/renovate the existing space? For new spaces required, how much space would be required, where should it be



located, what would the capital costs be, what the operating projections look like and how might it be financed?

- Suggestions on how should the Municipality should proceed with some of those high priority projects?
- Suggestions on how the Municipality be best organized for delivery of the proposed culture and recreation services, both internally and externally.
- Suggestions on which desires are best met with municipal services/taxpayer funding vs. delivered by private businesses or non-profit organizations

Attachments:

- SAMPLE: Starter List of Culture and Recreation Services and Groups, full list to be provided to consultant, this is an example only for the purposes of Council reporting and the RFP
- Policy A-004: Public Engagement
- Policy A-004: Public Engagement Administrative Procedures

STARTER LIST OF RECREATION FACILITIES IN JASPER

WHO USES WHICH FACILITIES FOR RECREATION PROGRAMMING:

CULTURE AND RECREATION										CFS		LIBRARY		OTHER VENUES IN TOWN																
FITNESS & AQUATIC	MULTI-PURPOSE HALL	RENTABLE ROOMS	TENNIS COURTS	SQUASH COURTS	ARENA	CURLING	GYMNASTICS SPACE	SENIORS LOUNGE	SKATE PARK	CENTENNIAL PARK	COMMEMORATION PARK	ROBSON PARK	PARENT LINK	USABLE SPACES	UPSTAIRS MEETING	WILDFLOWERS	LIBRARY	CULTURAL CENTRE	JSP ARTISTS GUILD	HABITAT FOR THE ARTS	MUSEUM	MCCREADY CENTRE	PARKS, TRAILS	FAIRMONT JPL REC	JASPER WELLNESS	THE JSP LEGION	SOCIAL MEDIA	MARMOT BASIN	PYRAMID RIDING	SCHOOLS/ GYMS

INTERNAL

[illegible]

EXTERNAL

SPORTS TEAMS/GROUPS

[illegible]

STARTER LIST OF RECREATION FACILITIES IN JASPER

WHO USES WHICH
FACILITIES FOR
RECREATION
PROGRAMMING:

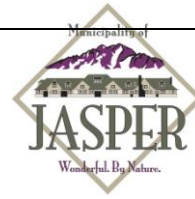
CULTURE AND RECREATION - MOJ												CFS		LIBRARY		OTHER VENUES IN TOWN														
FITNESS & AQUATIC	MULTI-PURPOSE HALL	RENTABLE ROOMS	TENNIS COURTS	SQUASH COURTS	ARENA	CURLING ARENA/LOUNGE	GYMNASTICS SPACE	SENIORS LOUNGE	SKATE PARK	CENTENNIAL PARK	COMMEMORATION PARK	ROBSON PARK	PARENT LINK PLAYROOM	USABLE SPACES	UPSTAIRS MEETING ROOM	WILDFLOWERS CHILDCARE	LIBRARY	CULTURAL CENTRE	JSP ARTISTS GUILD	HABITAT FOR THE ARTS	MUSEUM	MCCREADY CENTRE	PARKS, TRAILS	FAIRMONT JPL REC AREAS	JASPER WELLNESS	THE JASPER LEGION	SOCIAL MEDIA	MARMOT BASIN	PYRAMID RIDING	SCHOOL GYMNASIUMS

ARTS AND CULTURE

Billie McKee (Music)																								X						
Grace Kohn (Music)																														
Habitat for the Arts																			X							X				
Jasper Artists Guild																		X												
JSP Dance Group																										X				
Jasper Community Band																														X
Jasper Community Choir																														X
Jasper Theatre Collective		X																								X				
MiniwargamingAlliance																X														
World Tree Group												X																		

OTHER GROUPS

Advocates for Special Kids														X																X
Alpine Club of Canada	X																						X							
Ecole Desrochers										X																				X
Friends of JNP																							X							
Girl Guides/Pathfinders																						X								
Jasper Empl. & Ed.Centre																														
JSP Enviro. Assoc.																														
JSP Folk & Blues Society										X	X															X				
Jasper Lions Club																							X							
Jasper Local Food Society																							X							
Jasper Park Cycling Assoc.																							X		X					
Jasper Pride Society		X				X																	X	X						
Jasper Pysiotherapy Clinic		X																												
Jasper Rotary Club		X																												
Jasper Seniors Society		X						X																						
Jasper Skatepark Committee									X																	X				
Jasper Sustainability Club																														X
Jasper Tourism										X	X																			
Jasper Trails Alliance																							X				X			
Jasper Victim Services																														
Jasper Volunteer Fire Brigade														X										X						
OUT Jasper																														
Parent Councils																											X			



Policy Title: PUBLIC ENGAGEMENT

Policy # A-004

Effective Date: August 6, 2013

Date adopted by Council: August 6, 2013

POLICY STATEMENT

The Municipality of Jasper recognizes that public engagement is a vital part of local democracy. To this end, the Municipality is committed to:

- Providing honest, meaningful and accessible engagement opportunities for residents and stakeholders;
- Promoting understanding of local issues, informed decision making and best possible solutions to local issues;
- Integrating public engagement in decision-making at all levels of the organization;
- Providing sufficient timeframes and adequate resources to plan, coordinate and conduct public engagement processes.

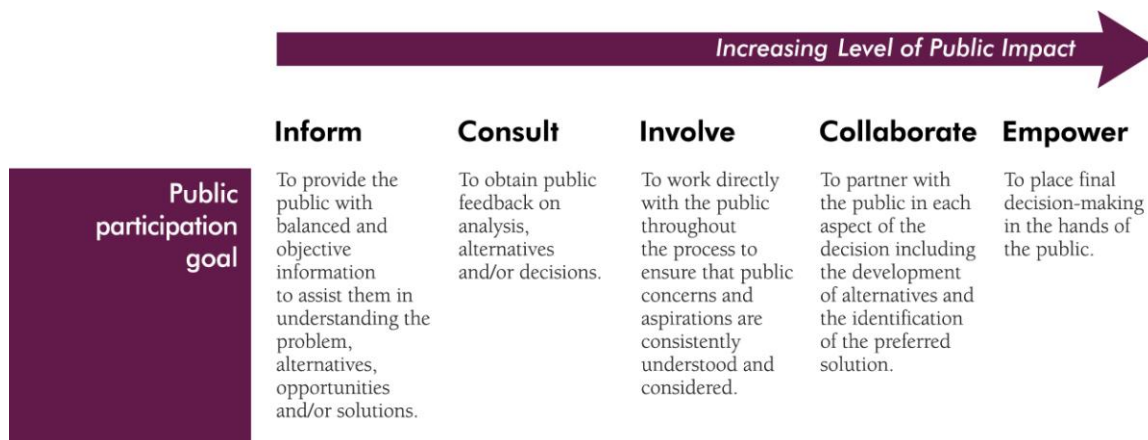
Where appropriate, this policy applies to internal as well as external projects and initiatives.

PURPOSE

The purpose of this policy is to provide decision-makers, municipal staff, residents and stakeholders with a consistent and genuine public engagement process that values input in decision making.

ADMINISTRATIVE PROCESS

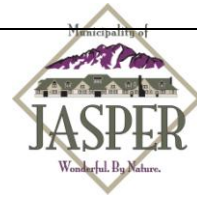
The Municipality of Jasper public engagement process is based on the International Association for Public Participation (IAP2) model:



RESPONSIBILITIES

Council to:

1. Approve by resolution this policy and any amendments;
2. Consider the allocation of resources for successful implementation of this policy in the annual budget process;
3. To deal with those matters referred to it by this policy in any manner it believes are warranted; and



Policy Title: **PUBLIC ENGAGEMENT**

Policy # **A-004**

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4. To act as a body of last resort for matters requiring variance or relaxation from this policy.

Chief Administrative Officer to:

1. Implement this policy and approve procedures; and
2. Ensure policy and procedures reviews occur and verify the implementation of policies and procedures.

Manager, Communications to:

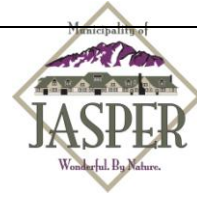
1. Ensure implementation of this policy and procedure;
2. Ensure that this policy and procedure is reviewed at a minimum every five years;
3. Make recommendations to the Chief Administrative Officer of necessary policy or procedure amendments;
4. Coordinate and lead Municipality-wide campaigns;
5. Provide support for departmental community engagement; and
6. Develop a public engagement toolkit and identify necessary training and support opportunities to ensure successful implementation.

Directors to:

1. Understand and adhere to this policy and procedures;
2. Ensure employees are aware of this policy and procedures;
3. Ensure that community engagement is considered at the appropriate stage in any project or process and that the outcome is taken into account in advising Council; and
4. Co-ordinate and seek professional advice on public engagement from communications staff.

All employees to:

1. Understand and adhere to this policy.



Policy Title: **PUBLIC ENGAGEMENT**

Policy # **A-004**

ADMINISTRATIVE PROCEDURES

Effective Date: **August 6, 2013**

CAO Initials: _____

SCOPE

This policy is a guideline for Council, management, employees and the public with respect to public engagement activities.

RESPONSIBILITY

Primary responsibility for the administration of this policy shall rest with the Manager, Communications.

Each Director shall be responsible for ensuring correct application of this policy with respect to public engagement initiatives.

ADMINISTRATIVE PROCESS

Those involved in designing and implementing public engagement processes will demonstrate the following standards of practice:

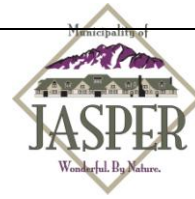
Values-based

- Effective public engagement acknowledges that all parties bring their values to the process. Individuals and groups perceive problems, opportunities and solutions based on their perception of the issue at hand. Municipal engagement processes will strive to identify, research and analyze community values and include them in the decision making process, without advocating for a specific stakeholder position.
- Values of the Municipality in the issue at hand will be clearly identified and communicated to the public to establish an honest basis for discussion.
- Public engagement initiatives will follow the process values identified in the IAP2 Core Values for the Practice of Public Participation and the IAP2 Code of Ethics.

Decision-oriented

A clear statement of the problem to be solved, the opportunity to be explored or the decision to be made is essential to meaningful public engagement. For each engagement initiative, the Municipality will:

- Clearly and accurately define the decision to be made or the potential outcome;
- Determine if and how the public can contribute to the decision; and
- If the public can be involved in the decision making, clearly define its role in the process and the level of participation (IAP2 Spectrum of Public Participation).



Policy Title: **PUBLIC ENGAGEMENT**

Policy # **A-004**

ADMINISTRATIVE PROCEDURES

Effective Date: **August 6, 2013**


CAO Initials: _____

Goal-driven

For each public engagement initiative, a public engagement goal will be defined in relation to the level of participation selected on the IAP2 Spectrum of Public Participation. The engagement goal will drive the engagement process, and define the Municipality's commitment to the public.

IAP2's PUBLIC PARTICIPATION SPECTRUM

The Municipality of Jasper public engagement process is based on the International Association for Public Participation (IAP2) model:

Increasing Level of Public Impact 					
	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> Fact sheets Web sites Open houses 	<ul style="list-style-type: none"> Public comment Focus groups Surveys Public meetings 	<ul style="list-style-type: none"> Workshops Deliberative polling 	<ul style="list-style-type: none"> Citizen advisory committees Consensus-building Participatory decision-making 	<ul style="list-style-type: none"> Citizen juries Ballots Delegated decision



REQUEST FOR DECISION

Subject: 2018 Debenture Expense Funds transfer to
Culture and Recreation Restricted Reserves

Prepared by: Natasha Malenchak

Reviewed by: Mark Fercho, Chief Administrative Officer
Christine Nadon, Legislative Services Manager

Date – Discussion: February 12, 2019, committee of the whole

Date – Notice: February 19, 2019, regular meeting

Date-Decision: March 5, 2019 regular meeting

Recommendation:

- That Council approve the transfer of 2018 budgeted debenture principal and interest expense funds to the Culture and Recreation Restricted Reserve Fund in the amount of \$114,276 (\$25,544+\$88,731).

Background:

- Transfers to and from restricted reserves are established and approved in the annual operating budget process. This request is different in nature since the 2018 funds were initially planned to fund a principal and interest payment for the 1st year of a one million dollar debenture payment for the beginning of the Culture and Recreation Renovation process.
- Projects in 2018 did not proceed as planned and therefore a debenture was not required.
- More restricted reserves were applied to 2018 projects to prevent acquiring unnecessary interest payments too early in the renovation process.
- The request for decision is mandatory prior to budget approval as it involves reallocation of funds from the 2018 budget prior to closing the fiscal year.

Relevant Legislation:

- Policy B-012: Debt Reserve Limits

Strategic Relevance:

- Governance – Provide open, accountable and accessible government
- Fiscal Health – Enhance the municipal budget process

Attachment:

- 2018 Operating Budget – Debenture (C&R)



MUNICIPALITY OF JASPER
2018 Operating Budget
Debenture

For the Twelve Months Ending Monday, December 31, 2018

	YTD 2018	Budget	Variance
Expenditures:			
2-78-08-00-764 C&R - Transfer to Restricted Funds	292,194	292,194	0.00
2-78-08-00-831 C&R- Debenture Interest	0.00	25,544	25,544
2-78-08-00-832 C&R- Debenture Principle	0.00	88,731	88,731
Total Expenditures	292,194	406,470	114,276

2019 Budget Discussion and Decision Schedule

*Subject to Change

Itinerary	Details
October 2, 2018 Regular Meeting	Request for <u>Direction</u> on Budget Process
November 20, 2018 (9-12pm)	Capital Field Visit/Presentations (NEW this year)
November 27, 2018 Committee of the Whole	Presentations by Jasper Municipal Library, Museum and Jasper Victim Services Society & Habitat for the Arts
November 27, 2018 Public Presentation (6-9pm)	Finance, Community Family Services and Protective Services
November 28, 2018 Public Presentation (6-9pm)	Culture & Recreation and Operations
December 4, 2018 Regular Meeting	Request for <u>Decision (Notice)</u> 2019-2023 Interim Operating Budget Request for <u>Decision (Notice)</u> 2019-2023 Capital Budget Request for <u>Decision (Notice)</u> 2019 Utility Rates
December 11, 2018 Committee of the Whole	Request for Discussion and Direction on External Requests
December 18, 2018 Regular Meeting	Request for <u>Decision</u> 2019-2023 Interim Operating Budget Request for <u>Decision</u> 2019-2023 Capital Budget Request for <u>Decision</u> 2019 Utility Rates 1 st and 2 nd Reading of 2019 Utility Rate Bylaw
January 8, 2019 Regular Meeting	3 rd Reading of 2019 Utility Rate Bylaw
January 15, 2019 Committee of the Whole	TBD
January 22, 2019 Regular Meeting	Community and Family Services Operating Budget Discussion
January 29, 2019 Committee of the Whole	Operations Operating and Capital Budget Discussion
February 5, 2019 Regular meeting	Culture and Recreation Operating and Capital Budget Discussion
February 12, 2019 Committee of the Whole	Protective Services and Administration Operating Discussion and Capital Budget update
February 19, 2019 Regular Meeting	Jasper Yellowhead Museum & Archives, Jasper Municipal Library
February 26, 2019 Committee of the Whole	Habitat for the Arts, Culture and Recreation Capital Budget Items
March 5, 2019 Regular Meeting	TBD
March 12, 2019 Committee of the Whole	TBD
Regular Meeting	Request for <u>Decision</u> 2019 Operating Budget
May 1, 2018 Regular Meeting	2019 Tax Rate Bylaw – 1 st and 2 nd reading request
May 15, 2018 Regular Meeting	2019 Tax Rate Bylaw – 3 rd reading request

NEW PROPOSED 2019 CAPITAL (updated February 8, 2019)

Approved
by Council

Department	Project	Budget	Funding Source	
Culture and Recreation				
<i>Ice Plant/Condenser</i>	Construction phase of <i>ICE PLANT & CONDENSER MOVE AND REBUILD</i> to achieve code compliance, including project management* <i>* estimated; construction costs to be confirmed during design phase in 2019</i>	3,390,810	740k FGT	18-Dec-18
	Contingency	340,000	Debenture	18-Dec-18
<i>Activity Centre</i>	Computer Upgrades	4,000	RR	18-Dec-18
<i>Recreation</i>	Recreation Program and Service Review	80,000	RR	18-Dec-18
<i>Activity Centre</i>	Multi Purpose hall updates	120,000	Debenture	5-Feb-19
<i>Fitness & Aquatic Centre</i>	Roof Beams (Sealed and Watershield)	53,000	Debenture	
	Dressing Room Wall Recoated	25,000	RR	
	Wade Pool Resurfacing	11,000	RR	
	Universal and Accessible Change Rooms	200,000	Debenture	5-Feb-19
<i>Log Cabin/Centennial Park</i>	Planter Replacement	30,000	Debenture	5-Feb-19
Sub-total Recreation		4,253,810		
Protective Services:	Turnout Gear	16,000	RR	18-Dec-18
	Rescue Vehicle (Phase 1)	375,000	MSIC	18-Dec-18
	Commercial Washer/Dryer	12,000	RR	18-Dec-18
	Breathing Air Fill Station Replacement	20,000	RR	18-Dec-18
Sub-total Protective Services		423,000		
Operations				
<i>Maintenance</i>	BMS Software Consolidation	100,000	RR	18-Dec-18
<i>Roads/Grounds</i>	Fleet Replacement Program - Tandem Chasis with Sanding Hopper and Dump Box	325,000	MSIC	18-Dec-18
	Fleet Replacement Program - Turf & Gutter Vacuum Unit	50,000	RR	18-Dec-18
	Micro-surfacing - Location TBD...based on positive findings from 2017 pilot project	100,000	MSIC	18-Dec-18
	Jim Vena Stage Project, Commemoration Park	800,000	External Funding	18-Dec-18
	Memorial bench replacements @ 10 per year (backlog)	15,000	RR	
	Train Engine Relocation	25,000	RR	
	S-Block Parking	775,000	Parking Auth/MSIC	5-Feb-19
Sub-total Operations		2,190,000		
Utilities:				
<i>Water</i>	Valve Replacement Program	50,000	RR	18-Dec-18
	Fleet Replacement Program - 3/4 tonne 4x4 Pickup	50,000	RR	18-Dec-18
	Fleet Replacement Program - 3/4 tonne 4x4 Pickup	50,000	RR	18-Dec-18
	Hydrant rebuilds - 20 units per year - ongoing annual BMP program	55,000	RR	18-Dec-18
	Athabasca Park (Info Center) Potable Water Line Re-Routing	250,000	MSIC/Federal	
<i>Sewer</i>	WWTP Annual Capital Requirement	2,200,000	Debenture	18-Dec-18
	Sleepy Hollow Lift Station (Phase 2)	570,000	LIL	18-Dec-18
	Bio-Solids Disposal	50,000	RR	18-Dec-18
	Patricia/Willow Intersection Regrading	275,000	MSIC	5-Feb-19
<i>Garbage & Recycling</i>	Garbage Bin Replacement Program	60,000	MSIC	18-Dec-18
Sub-total Utilities		3,610,000		
Administration:	Management Software	20,000	RR	18-Dec-18
	Upgrade To Windows 10 (Software upgrade)	15,000	RR	18-Dec-18
	MDJES2 Server Upgrade	35,000	RR	18-Dec-18
	Improve Offsite Backup	17,500	RR	18-Dec-18
	JCHC Housing (Program Development)	75,000	RR	18-Dec-18
	Sustainability Plan (with Parks Canada 75,000 contribution)	150,000	MSIO/Federal	
Sub-total Administration		312,500		
Total		10,789,310		
	Parking Authority Restricted Reserve (RR)	200,000		
	Restricted Reserve (RR)	775,500		
	Federal Contribution (Federal)	200,000		
	Local Improvement Levy (LIL)	570,000		
	Federal Gas Tax (FGT)	740,000		
	External Funding	800,000		
	Municipal Sustainability Initiative (Operating) (MSIO)	75,000		
	Municipal Sustainability Initiative (Capital) (MSIC)	1,835,000		
	Community Facility Enhancement Program (CFEP)	300,000		
	Debenture WWTP (25 years at 3.454%)	2,200,000		
	Debenture C&R (25 years at 3.454%)	3,093,810		
	NOTE 2019 Payment on Debenture = \$274,831 (3.6%)			
Total		10,789,310		

0

Approved

Parking Lot



2019 Tax Funded Services by Department (including external requests)

Does not include utility fees (water, sewer, garbage and recycling)

Municipal Service Provision	\$199,939 (2.6%) \$251,302 (3.3%) *incl. WCB
Operations	Fleet, Roads & Sidewalks (Snow Removal, Traffic Signs) Building Maintenance, Grounds, Cemetery, Environmental Stewardship
Culture and Recreation	Fitness & Aquatic Centre (local enjoyment and tourist attraction), Arena (large economic impact to the town), Curling Rink, Activity Centre, Playgrounds, Parks (town events), Sports Fields, Racquet Sports, Skate Park, Connaught Washrooms (commercial need for tourists), Library and Cultural Centre (Library, Jasper Artists Guild, Habitat for the Arts, meeting space), Health & Safety Program
Protective Services	Fire Department, Bylaw Department (business Licensing, bylaw education and enforcement), Emergency Management
Administration and Council	Budget, Taxes, Assessments, Council, Legislative Services, HR, Accounts Payable and Receivable, Utility Invoicing, Payroll, Audits and Reporting, IT Services
Community and Family Services	Daycare, Out of School Care, Community Outreach Services (worker, administration and programs), Community Dinners, Parent Link, Local Immigration Partnership, Settlement Services, Community Development and Family and Community Support Services (FCSS). Projected grant funding for 2019 \$2.8M.
Land Rent, Use and Planning	Mandatory federal payment for land rent, use and planning
Other	General Capital, Jasper Housing Corporation, Museum
*Workers Compensation Board Premium Increase (mandatory)	\$51,363 (0.67%)
Arena, Aquatic and Activity Centre Debenture request	\$91,069 (1.19%) for 2019 only, payments on debenture 2020+ \$274,831
Administration, part time to full time request	\$25,000 (0.33%)
Community and Family Services part time to 0.8 FTE request	\$25,000 (0.33%)
Environmental Stewardship Program Funding	\$100,000 (1.31%)
<u>Total Internal Requests</u>	<u>\$492,370 (6.46%)</u>
Jasper Yellowhead Museum & Archives Request	2018 budget \$49,000 + increase request of \$50,000 (0.66% increase)
Jasper Victim Services	2018 budget \$11,838 + no increase request \$0 (0% increase)
Jasper Municipal Library	2018 budget \$190,000 + increase request of \$16,000 (0.21% increase)
Habitat	2018 budget \$0 + increase request of \$35,000 (0.46% increase)
Habitat Lease	2018 budget \$0 + increase request of \$22,000 (0.29% increase)
<u>Total External Requests</u>	<u>\$123,000 (1.6%)</u>

Protective Services

Year in Review

- Maintained a safe, orderly and healthy community through the focus and commitment of staff and volunteers in the Protective Services Department;
- Improved Protective Services full-time and volunteer staff effectiveness through increased training, resources and support, resulting in a professional, skilled and efficient crew;
- Conducted a successful multi-agency Emergency Plan – Emergency Coordination Centre exercise;
- Municipal ECC team completed the JIBC EOC Essentials training course;
- Completed Municipality of Jasper Evacuation Plan first draft;
- Updated the Municipal Wildfire Tactical Response Plan;
- Updated Municipal Wildland Urban Interface response resources;
- Initiated the FireSmart Canada Community FireSmart recognition program;
- Completed 60 plus hectares of forest fuel reduction work around the townsite;
- Initiated the Alberta First Responders Radio Communication System;
- Passed the Alberta Emergency Management Operational Audit;
- 15 Fire fighters started Level 1 NFPA 10-01 certification training;
- Facilitated 2 Community Fire Smart Work Bees; and
- Completed, Advance Pump Operations Training, Swiftwater Rescue and Sprinkler Training courses



Focus for the Year Ahead

- Continue to apply industry best practices and strive to be the best we can be;
- Maintain an Emergency Management program that provides for a constant state of preparedness, community awareness and effective response to all major emergencies;
- Conduct ECC exercise prior to May;
- Work with Parks Canada to implement and maintain a Jasper National Park Evacuation Plan;
- Initiate phase two of the Fire Smart Forest Fuel Reduction project around the perimeter of the town site;
- Continue to provide professional, courteous, thorough and consistent bylaw, licensing and enforcement services;
- Continue to provide efficient, skilled, and consistent Fire Rescue services;
- Continue to work with Parks Canada to improve existing Fire Smart forest fuel reduction zones and initiate new fuel breaks to further safeguard the community in the event of a wildfire;
- Maintain a Health and Safety culture within all departments through education and support, resulting in reduced municipal liability, and reduced occurrences of preventable accidents, injury or illness.



Alignment with Strategic Priorities

Governance – Provide quality municipal services to the community

- **Ensure Jasper is a safe and healthy community**
 - The Fire Department, Bylaw Department and Emergency Management Agency are committed to staying current with all regulations, codes and best practices to maintain a safe, orderly and healthy community.

Relationships – Develop cross-jurisdictional relationships in Jasper

- Our mandate is to maintain positive working relationships with all our stakeholders and to ensure the highest level of public safety by gaining compliance through cooperation and community engagement.

Financial Information (rounded numbers)

Increased grant funding anticipated in 2019

- Increase in funding for Fuel Reduction and Education to **\$830,000** (Revenue and Expense)

Municipal Request

- Increase revenue by **\$10,000** due to trending activity on highway response;
- Increase revenue by **\$24,000** due to trending activity to Federal Conditional Grant;
- Increase in bylaw revenue due to trending **\$5,000**;
- Increase in expenses of **\$14,000** due to increases in Fire Brigade honorarium and vehicle repairs, building maintenance;
- Increase in salary, benefit expense **\$58,000** as per trending, CUPE contract and policy commitments for fire and bylaw departments;
- Increase in other expenses, **\$20,000**

Protective Services

2018 Budget – \$771,850

2019 Budget – \$824,967

Increase - \$53,117





MUNICIPALITY OF
Operating Budget
 Protective Services

Fire
Fire Smart/FRIAA
Bylaw
Bylaw Compound

Net Surplus/-Deficit

2018 2019 Inc/Dec Comments

-586,611	-634,972	48,361	Salary and Benefit increase as per prior year trending, as per policy and contract. (including WCB)
0	0	0	No change to net surplus/deficit, increase in funding and expense
-172,822	-177,644	4,822	Salary and Benefit increase as per policy and contract (including WCB), inflation increase, increase in sidewalk seating revenue and trending on ticket revenue.
-12,417	-12,351	-66	No increase

-771,849 -824,967 53,117



MUNICIPALITY OF JASPER
Operating Budget
Protective Services

	2018	2019	2020	2021	2022	2023
Revenue						
Fire & Emergency Measures - Revenues	-355,058	-391,159	-398,983	-406,962	-415,101	-423,403
Fire Smart & FRIAA - Revenues	0	-830,000	-330,000	0	0	0
By-Laws Enforcement & Other - Revenues	-190,800	-195,790	-192,492	-193,106	-193,735	-194,370
Bylaw Enforcement Compound - Revenues	0	0	0	0	0	0
Total Revenues	-545,858	-1,416,949	-921,475	-600,068	-608,836	-617,773
Expense						
Fire & Emergency Measures - Expenditures	941,669	1,026,131	1,048,803	1,069,779	1,091,175	1,112,998
Fire Smart & FRIAA- Expenditures	0	830,000	330,000	0	0	0
By-Laws Enforcement & Other - Expenditures	363,622	373,434	382,353	389,951	397,700	405,604
Bylaw Enforcement Compound - Expenditures	12,417	12,351	12,623	12,875	13,133	13,396
Total Expense	1,317,708	2,241,916	1,773,779	1,472,605	1,502,007	1,531,997
Net Surplus/-Deficit	-771,849	-824,967	-852,305	-872,537	-893,171	-914,224

Finance & Administration

Year in Review

- Continued progress consolidating our corporate knowledge base and succession planning through records management;
- Continued to integrate a more efficient payroll system;
- Employee and management consultation, advice, counseling, coaching and appropriate direction;
- Emergency Coordination Center financial training, Disaster Recovery and practices to ensure our community is well prepared in the event of an emergency;
- Electricity Contract signed with Enmax. The contract was based on a 3-year term accepted through the APC bidding process. Electricity producers in Alberta have announced accelerated timelines to transition from coal-fired base-load generation to natural gas, to avoid increases in emission penalties that started on January 1, 2018. In combination with this transition, and record low forward wholesale natural gas prices, forward electricity supply prices for 2021 – 2023 have established record-low prices. Contract to begin in January 2021. Enmax is our current provider at \$47.85/MWh until the end of this three-year term. We were able to secure another contract at \$47.63/MWh.
- The Jasper Community Housing Corporation hired ParioPlan to develop made in Jasper housing site development plans for three areas in Jasper. The JCHC subsequently hired the Alberta Rural Development Network to assist with securing grant funding and further the housing projects.
- The Cannabis Working Group, a collaboration between the RCMP, Parks Canada and the Municipality of Jasper developed a *Recreational Cannabis Sale, Smoking and Vaping in Jasper* survey and a record 460 surveys were completed. The Working Group membership then expanded to include Tourism Jasper, the Jasper Park Chamber of Commerce and Alberta Health Services as the working group provided recommendations to Council, until bylaws and guidelines for both sale and use of Cannabis in Jasper were approved ahead of cannabis legalization.
- A new Regional Assessment Review Board Bylaw was developed, meeting provincial legislation and best practice, and administration staff was trained as the clerk and appointed for the Municipality of Jasper.



Focus for the Year Ahead

- Provide further support to all departments within Municipality;
- Continue educational opportunities for staff;
- Offer a large variety of services;
- Continue to integrate a more efficient payroll system;
- Continue movement towards more e-billing for utilities along with assessment and tax notices;
- Continue movement towards Electric Fund Payment for issuing money payable to vendors for goods and service, requisitions, to decrease expense in supplies, post service and staff time;
- Restricted Reserve, Investments, Purchasing and Auto Policy revision and rewrites;
- Sustainability Plan update with Parks Canada; and
- Development of housing as a priority of the current Council.



Alignment with Strategic Priorities

Governance – Ensure maximum service life of existing infrastructure

- **Develop Long Term Asset Management Plans using lifecycle assessment**
 - Strategic Asset Management Study completed in 2016
 - Asset condition assessments in 2016 and 2017

Governance – Provide quality municipal services to the community

- **Focus municipal team efforts on ensuring the provision of the best possible municipal services to residents**
 - Increased staff training and team building

Financial Information (rounded numbers)

- Increase in taxation revenue includes Municipal (including **\$9,000** increase in Parks Canada Requisition – land rent); ASFF (Alberta school tax) and Evergreens Requisitions (both offset by expense);
- Increase of **\$10,000** transfer to restricted reserves (Admin);
- General Administration (**\$102,500**)
 - Increase of revenue in penalties and costs **\$40,000**;
 - Increase of revenue in Investments to follow trending **\$58,000**;
 - Request to move part time hours (admin office) into a full-time position to cover assistance in all areas of the department, **\$25,000**;
 - Increase of **\$90,000** in salary and benefit as per workers compensation board fee increase, CUPE contract, wage grid movement and policy;
 - Request to increase contracted services expense for wage and policy review **\$25,000**;
 - Request to add **\$20,000** into new Restricted Reserve for Legal;
- Other increases to expense **\$10,500**.

Finance & Administration

(not including Taxation or Requisitions)

2018 Budget – \$1,856,245

2019 Budget – \$1,948,025

Increase – \$91,780





MUNICIPALITY OF JASPER

Operating Budget

Finance & Administration

Taxation
Requisitions
Municipal Taxation
Parks Canada
Restricted Reserves
Other Revenue
Legislative
Leg-Canada Day
Leg-Contracted
Council
General Administration
Communications
Community Services
CUPE
JC Housing

2018	2019	Inc/Dec	Comments
-4,780,969	-5,060,035	279,065	ASFF and Evergreen Requisitions increased
-7,620,143	-8,169,607	549,465	Municipal Tax increase only
647,744	656,710	8,966	Projected as per CPI increase
130,000	140,000	10,000	Restricted Reserve increase
-482,830	-523,135	-40,305	Increase of revenue in penalties and costs income to follow past trending years
-249,359	-254,259	4,900	Salary and Benefit increase as per policy and contract, 10% salary move to cemetery
-2,045	-2,086	41	Inflation increase only
-5,202	-5,306	104	Inflation increase only
-285,717	-285,675	-42	No increase
-952,771	-1,055,386	102,616	Increase in Revenue in Investements from trending, Salary and Benefit increase as per policy and contract, increase request for part time to full time staff, increase in contract for wage and policy review add of transfer of restricted for legal
-29,712	-33,942	4,229	Increase for new computer and software
-2,000	-2,000	0	No increase
-4,383	-4,470	88	Inflation increase only
-30,143	-31,325	1,183	Inflation increase and WCB
-13,667,529	-14,630,516	962,987	

Net Surplus/-Deficit



MUNICIPALITY OF JASPER
Operating Budget
Finance & Administration

	2018	2019	2020	2021	2022	2023
Revenue						
Taxation & Grants - Revenues	-12,883,942	-13,752,777	-14,907,320	-15,413,213	-15,956,752	-16,505,958
Legislative - Revenues	0	0	0	-11,000	0	0
Legislative Canada Day - Revenues	-3,060	-3,121	-3,184	-3,247	-3,312	-3,378
Legislative Contracted - Revenues	-5,100	-5,202	-5,306	-5,412	-5,520	-5,631
Council - Revenues	-14,000	0	0	0	-14,000	0
General Adm & Other - Revenues	-131,590	-190,586	-194,398	-198,286	-202,251	-206,296
Communications - Revenues	0	0	0	0	0	0
Community Services	0	0	0	-25,000	-25,000	-25,000
CUPE - Revenues	0	0	0	0	0	0
JC Housing Corporation - Revenues	-23,161	-23,224	-23,288	-23,354	-23,421	-23,490
Total Revenues	-13,060,853	-13,974,910	-15,133,496	-15,679,512	-16,230,257	-16,769,753
Expense						
Taxation & Grants - Expenditures	5,558,713	5,856,745	6,158,329	6,476,832	6,813,241	7,168,600
Legislative - Expenditures	249,359	254,259	260,074	267,079	278,662	283,830
Legislative Canada Day - Expenditures	5,105	5,208	5,312	5,418	5,526	5,637
Legislative Contracted - Expenditures	10,302	10,508	10,676	10,890	11,107	11,330
Council - Expenditures	299,717	285,675	291,075	296,583	315,034	306,765
General Adm & Other - Expenditures	1,084,361	1,245,972	1,294,773	1,333,525	1,373,502	1,414,744
Communications - Expenditures	29,712	33,942	34,620	35,313	36,019	36,739
Community Services	2,000	2,000	2,000	52,000	62,000	64,000
CUPE - Expenditures	4,383	4,470	10,000	4,739	4,904	10,000
JC Housing Corporation - Expenditures	53,303	54,549	55,724	57,094	58,501	59,945
Total Expense	7,296,955	7,753,327	8,122,582	8,539,473	8,958,498	9,361,590
Net Surplus/-Deficit	5,763,898	6,221,582	7,010,914	7,140,039	7,271,760	7,408,163