

COMMUNITY & FAMILY SERVICES
DIRECTOR'S REPORT
December 4, 2018
Submitted by: Kathleen Waxer, Director
Reporting period: July to October 2018
Highlights

Community Development – July to October 2018

Pending Grant Applications: Multiple grant applications have been submitted in the last few months, including an application to Alberta Seniors and Housing for seniors outreach, an application to the Civil Forfeiture Fund to address complex social issues in Jasper, an application to the National Crime Prevention Strategy on cyber-bullying prevention, as well as an application for funding to run the Rec and Resource Fair every year and to launch a host-your-own CAT program where cultural minorities could have conversations in a language of their choice about issues and trends affecting their community.

Welcoming and Inclusive Communities: The Community Development Assistant is developing diversity and inclusion pages for the MOJ website. Media, articles and awareness pieces on diversity, inclusion and vulnerable populations have been produced. We will also be unveiling a short animated video, promoting diversity and inclusion in our community. Media to accompany our Safe Space posters has been produced, explaining the program and providing people with ways they can effect change in our community. Interviews continue with MOJ staff, to measure inclusion within our organization. Results will be used to guide the formation of a committee and future projects.

Homelessness Estimation Count: The homelessness estimation count through the Alberta Rural Development Network and FCSS was completed in September and October. We engaged 10 partners and surveyed 43 people. The target audience this time was individuals who were already accessing social services. We're hoping the count will be opened up to include anyone with precarious living situations, at which point we would be able to survey a larger number of people to better reflect Jasper's true housing situation. The results of the count are currently being analyzed.

Santas Anonymous: In October, preparations were in full swing for this year's Santas Anonymous campaign. Community Development is re-shaping this program this year (and possibly next year) to better align it with the Jasper Community Team Society's values and priorities. In the future, the hopes is the program will be handed back to the JCTS and a coordinator will be hired to undertake the work.

Elder Abuse Prevention: Our funding from Alberta Seniors and Housing for the Coordinated Community Response to Elder Abuse is coming to a close as of December 30, 2018. In this last phase, a final report is being created, capturing all of the items the Elder Abuse Response Network has worked on over the course of the project.

Book Launch: On Sept. 17, a book launch was held at the Library and Cultural Centre for Cinnamon Bear Comes to Town, written by Jasperite Liz Olsen and illustrated by local artist Rico (Satoko Naito). The story is guided by research on early childhood development and focuses on areas that have been shown to improve lifelong health, learning, relationships and well-being. The book was produced by the Community and Family Services department following discussions at an Early Childhood Collaborative Action Team (CAT) meeting about ways to encourage parents to engage in positive activities with their children.

Newcomer Services – July to October 2018

Settlement Services: Jasper Settlement Services continued developing its suite of services, including a formal needs assessment and referrals process for newcomer clients, information and orientation sessions and "Community Connections": a program to help newcomers and newcomer families form social and professional connections in the community. Rola Aldakhil, who was hired as a Settlement Worker in May, 2018, relocated out of Jasper with her family. Sandra Campbell was hired to fill the settlement worker position.

Peer Mentor Program: Jasper Settlement Services worked with Settlement Services in the Bow Valley to develop a Peer Mentor program for newcomer youth. The program was launched in October 2018 with more than 25 students have participated.

Immigration Coalition: On Sept. 24, the Jasper Immigration Coalition Council met to discuss the project's progress and work plan for the production of a Jasper Newcomer Settlement Strategy. The research that will underpin this strategy was ongoing throughout the reporting period.

Language Instruction: In September and October, Jasper Settlement Services and the Jasper Immigration Coalition worked to improve access to the Government of Canada-sponsored Language Instruction for Newcomers to Canada (LINC) program. This language training and orientation program was available in Jasper in the past and has since been discontinued. The Jasper Immigration Coalition Coordinator worked with Norquest College and a number of HR managers from local hotels to recruit and register students for the program. The hope is to begin offering classes in the New Year.

Community Outreach Services – July and August 2018

Parent Link: Over the last four months, 1,949 non-unique participants attended Parent Link programs. Included in those programs was Parent Link at the Farmers Market. Parents and children made numerous comments over the course of the summer about how much they enjoyed the fact that there was a fun children's activity at the market each week. This program makes families feel welcome and included. The Local Food Society is extremely supportive and sees us as a necessity and a positive asset to the market's community theme. Other programs included a Summer BBQ in the COS backyard, Toddler Art in Lion's Park, a Stick Pony Workshop, as well as beach days at Pyramid Lake. These programs give families a place to connect with their peers, while also having an opportunity to meet and build relationships with an Outreach Worker.

Kids Adventures of the Summer (KAOS): This growing program saw a total of 319 participants ages 10-12 throughout the summer months. The program was created to provide a safe, fun environment for youth who are too young to work and too old for care. During the summer, COS collaborated with the local dietician, Friends of Jasper National Park, the Jasper Park Cycling Association, Warrior Women, Jasper Elementary School, Ecole Desroches and Jasper Wellness Centre. KAOS runs during the school year as well, hosting afternoon events on non-school days.

Rec Room: In addition to running the teen program Twisted Tuesday, which saw 371 youth over the months of July and August, COS also started a new teen drop-in program with support and space from the Jasper Legion called the Rec Room. The Rec Room provided teens with a weekly opportunity to connect with their peers over a game of foosball, pool or darts.

What's On Your Bucket List? JasperLIFE once again organized discounted activities for Jasperites, like horseback riding, rafting, paddleboarding and rock climbing. The Hiking Club, in partnership with Friends of Jasper National Park, also took place once a month in July and August. These outdoor adventures create opportunities for people to meet new friends and learn new skills in a safe environment, reducing loneliness and isolation and connecting people to healthy activities in the park.

Nordic Walking: The Adult Outreach Worker received training to facilitate Nordic Walking for Seniors. Every Monday, seniors came to Community Outreach Services to go for an hour walk with Lynda, providing an opportunity for outdoor activity and connection for seniors in the community. This was a collaboration with the Jasper Employment and Education Centre, which supplied the poles and training through the 55+ Club.

Community Outreach Services – September and October 2018

Community Reads: Parent Link's weekly story time at the Municipal Library began again in September, launching with a reading of the Cinnamon Bear Comes to Town. This program invites a special guest reader to the library each week to read to pre-school children. Council can expect to see an invitation to participate in the new year.

Teen Programs: The Teen Outreach Worker once again began weekly meetings of the Youth Community Helpers in September, and in October, they collaborated with the Rotary Club to run the Trick or Eat program for the fourth year. On Halloween night, 72 teens, along with members of the Rotary Club, collected non-perishable food items to stock the shelves at the Jasper Food Bank. This program is a great way to engage teens in volunteer work and to give them something to do on Halloween night. In a survey, many teens reported that they like the program because it allows them to give back to the community while also trick or treating.

Young Adult Programs: In September and October there were weekly events hosted by the Young Adult Outreach Worker, such as Campfire and Smores at Robson Park, an Intro to Drama in collaboration with Habitat for the Arts, Movie in the Park at Centennial Park, and a Halloween BBQ and Fire in collaboration with the Jasper Fire Department. There were a total of 245 participants that attended these programs.

Coffee with COS: The Senior Outreach Worker visits both Pine Grove Manor and Alpine Summit Seniors Lodge twice per month and hosts a program called Coffee with COS, where residents can gather and chat with the Outreach Worker. Attendance is steady and residents generally come with questions and discussion topics in mind, making the program participant led.

Screenagers: In October, COS hosted a community screening of the film Screenagers, a feature documentary that probes into the corners of vulnerable family life and depicts messy struggles over social media, video games and academics. The film provides viewers with tools to address screen time, both personally and in their families. Following the screening, there was a panel moderated by Niki Wilson. On the panel were local experts from the RCMP, Victim Services, GYPSD and Conseil scolaire Centre-Nord, who all answered questions from the audience and from the moderator. The evening screening attracted 43 parents and the film was also shown to students in Ecole Desrochers and Jasper Junior Senior High School. COS hopes to build on the momentum that was built in October by participating in and promoting Screen Free Week April 30 to May 4.

Rec & Resource Fair: COS had representatives from every lifestage at the Rec and Resource Fair organized by the CFS Community Development team. Each lifestage had its own booth, promoting the many programs that emanate from the COS office. The fair included 50 booths promoting local resources and recreational opportunities, and it attracted hundreds of Jasperites.

Childcare Services – July 2018

Wildflowers Childcare

- 98 children enrolled
- 75 spaces are filled full time
- 41 spaces of the 75 are occupied by children attending full time
- 34 full time spaces are occupied by 57 children who share a space
- Drop In care was utilized by 4 children for a total of 9 days

1. Buttercups: 0 to 19 months – 8 out of 8 spaces occupied – 5 spaces shared
2. Marigolds: 19 months to 2.5 years - 16 out of 16 spaces occupied – 9 spaces are shared
3. Clovers: 2 years to 3 years – 11 out of 11 spaces occupied – 4 spaces are shared
3. Bluebells: 3 to 4 years – 20 out of 20 spaces occupied – 10 spaces are shared
4. Sunflowers: 4 to 5 years – 20 out of 20 spaces occupied – 6 spaces are shared

Waitlist

- 91 families on the waitlist – 11 families looking for immediate enrollment, 80 waiting for a future date ranging from 3-24 months away.

Daycare

- The children were busy hiking, biking and exploring our beautiful town. Activities included visiting the Municipal Library, Cabin Creek, the Farmer's Market and the Community Garden.

ELCC Grant Savings

- In July, families in our community saved \$ 47,631.63 on their childcare costs thanks to the Alberta Government's Early Learning and Child Care Grant.

Summer Out of School Care

- Our summer program started in July and like last year we used three classrooms at Ecole Desrochers.
- 45 spaces are filled by 84 children, which includes 26 full-time and 54 part-time children enrolled.
- Seven staff are employed full-time with two casual/part-time staff also supporting the program.
- July field trips included visiting JPL's Trefoil, Parks Canada's Palisades Centre, and the Jasper Skytram. We also visited the Jasper Aquatic Centre weekly. We also had a great time in our bike clinic with Wendy Hall. She showed us how to make our bikes shine and then tested our skills in an obstacle course.

Childcare Services – August 2018

Wildflowers Childcare

- 98 children enrolled

- 75 spaces are filled full time
- 45 spaces of the 75 are occupied by children attending full time
- 30 full time spaces are occupied by 53 children who share a space
- Drop In care was utilized by 3 children for a total of 12 days

1. Buttercups: 0 to 19 months – 8 out of 8 spaces occupied – 4 spaces shared
2. Marigolds: 19 months to 2.5 years - 16 out of 16 spaces occupied – 9 spaces are shared
3. Clovers: 2 years to 3 years – 11 out of 11 spaces occupied – 5 spaces are shared
3. Bluebells: 3 to 4 years – 20 out of 20 spaces occupied – 8 spaces are shared
4. Sunflowers: 4 to 5 years – 20 out of 20 spaces occupied – 4 spaces are shared

Waitlist

- 96 families on the waitlist – 14 families looking for enrollment in the next few months, 82 waiting for a future date ranging from 3-30 months away. 20 of those families are currently pregnant or planning to be pregnant.

Daycare

- The children were busy hiking, biking and exploring our beautiful town. Activities included visiting the Municipal Library, Cabin Creek, the Farmers Market and the Community Garden.
- Participated in the Annual Stick Pony Parade.

ELCC Grant Savings

- In August, families in our community saved \$46,306.42 on their childcare costs thanks to the Alberta Government's Early Learning and Child Care Grant.

Summer Out of School Care

- 45 spaces are filled by 82 children which includes 26 full-time and 52 part time children enrolled. 7 staff are employed full time with 2 casual/part time staff also supporting the program.
- August field trips included a rafting trip from Jasper Raft Tours, a hike at Valley of the Five Lakes, Hinton Spray Park and swimming at Lake Annette. We also harvested our garden and enjoyed a special lunch made by Daryl from the Olive, as well as yoga sessions with Marla. We had specialized programming from the Library and attended a Lost in the Woods program from the Friends of Jasper National Park.

Childcare Services – September 2018

Wildflowers Childcare

- 88 children enrolled
- 71 spaces are filled full time
- 53 spaces of the 71 are occupied by children attending full time
- 18 full time spaces are occupied by 35 children who share a space

1. Buttercups: 0 to 19 months – 7 out of 7 spaces occupied – 2 spaces shared
2. Marigolds: 19 months to 2.5 years - 16 out of 16 spaces occupied – 6 spaces are shared
3. Clovers: 2 years to 3 years – 11 out of 11 spaces occupied – 4 spaces are shared
3. Bluebells: 3 to 4 years – 19 out of 20 spaces occupied – 1 space is shared
4. Sunflowers: 4 to 5 years – 18 out of 18 spaces occupied – 5 spaces are shared

Waitlist

- 85 families on the waitlist – 11 families looking for enrollment in the next few months, 74 waiting for a future date ranging from 3-30 months away. 28 of those families are currently pregnant or planning to become pregnant.

Daycare

- The children enjoyed the new Fireman's Park especially the tot area for the toddlers. Thank you JVFB for working so hard to get the park completed.

ELCC Grant Savings

- In September, families in our community saved \$49,352.64 on their childcare costs thanks to the Alberta Government's Early Learning and Child Care Grant.

Friends of Jasper Childcare

- The board rewrote its bylaws, which will be approved at AGM in November.

Summer Out of School Care

- There were 53 children enrolled (full time 34 and drop in 19).
- The highlights this month included exploring the School Park, new Fireman's Park and Centennial Park. Since we have a lot of new children this month, we also spent time exploring the classroom, library and gym to get more familiar with the school.

Childcare Services – October 2018

Wildflowers Childcare

- 87 children enrolled
- 72 spaces are filled full time
- 50 spaces of the 72 are occupied by children attending full time
- 22 full time spaces are occupied by 37 children who share a space
- Drop in care was utilized by 2 families for a total of 7 days

1. Buttercups: 0 to 19 months – 7 out of 7 spaces occupied – 2 spaces shared
2. Marigolds: 19 months to 2.5 years - 17 out of 17 spaces occupied – 6 spaces are shared
3. Clovers: 2 years to 3 years – 11 out of 11 spaces occupied – 5 spaces are shared
3. Bluebells: 3 to 4 years – 19 out of 20 spaces occupied – 3 spaces are shared
4. Sunflowers: 4 to 5 years – 18 out of 18 spaces occupied – 6 spaces are shared

Waitlist

- 87 families on the waitlist – 9 families looking for enrollment in the next few months, 76 waiting for a future date ranging from 3-30 months away. 29 of those families are currently pregnant or planning to become pregnant.

Daycare

- The Marigold Yard renovation began and is slated to be completed early November.
- Children are still enjoying biking, hiking and lots of outdoor play thanks to the nice weather.

Friends of Jasper Childcare

- Started a magazine fundraiser to raise funds for additional programming at both Wildflowers and OOSC.
- Planning AGM for Nov. 20.

ELCC Grant Savings

- In October, families in our community saved \$44,726.34 on their childcare costs thanks to the Alberta Government's Early Learning and Child Care Grant.

Out of School Care

- There were 50 children enrolled (full time 35 and drop in 15).
- The highlights this month included making lots of Halloween inspired crafts, playing Halloween games in the gym and decorating the classroom. A crowd favourite day was the afternoon the children spent carving pumpkins and making ghost bananas. There were some fantastic reactions to scraping out all of the pumpkin guts.



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	\$79,059 (1.04%) for 2019 only, payments on debenture 2020+ \$262,821
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%)
<u>Total Internal Requests</u>	<u>\$380,360 (4.99%)</u>
Jasper Yellowhead Museum & Archives Request	\$50,000 (0.66%)
Jasper Victim Services	\$0 (0%)
Jasper Municipal Library	\$12,200 (0.16%)
Habitat	\$35,000 (0.46%)
Habitat Lease	\$22,000 (0.29%)
<u>Total External Requests</u>	<u>\$119,200 (1.57%)</u>



2019 Rate Funded Utility Services

Municipal Utility Service Provision	\$7,472 (0.2%) \$16,109 (0.4%) *incl. WCB
Operation Utilities	(including salary and benefit grid step increase, contract % increase and CPI policy % increase)
Water	Treatment, distribution/supply, repair, renew, contracted services, billing
Sewer	Treatment, transportation, repair, renew, contracted service, billing
Garbage	Collection, transportation, repair and renew
Recycling	Collection, transportation, repair and renew, reduce landfill impact)
*WCB increased premiums (mandatory)	\$8,637 (0.2%)
WWTP Debenture (\$2,200,000)	\$131,794 (3.2%)
Transfer to Restricted Reserves (capital asset betterment, replacement, management, new)	\$131,200 (3.2%)
Environmental Stewardship transfer of Salaries and Benefits	\$100,000 (2.44%)
Total 2019 Bylaw Requests	\$379,103 (9.2%)
Local Improvement Levy (RFD in 2019)	\$123,150 (affected users only)



REQUEST FOR DECISION

Subject:	Interim Operating Budget 2019
Prepared by:	Natasha Malenchak
Reviewed by:	Mark Fercho, CAO Christine Nadon, Legislative Services Manager
Date – Discussion:	External Municipal Requests, November 27, 2018 (Committee of the Whole) Public Budget Presentations, November 27 and 28, 2018
Date – Notice:	December 4, 2018
Date – Additional Discussion:	December 11, 2018
Date – Decision:	December 18, 2018

Recommendation:

- That Council approve the 2019 Interim Operating Budget as presented to allow for continued municipal service provision into 2019, until the final 2019 Operating Budget is approved.

Options:

- As per the Municipal Government Act, section 242, Council must adopt an operating budget for each calendar year.

Background:

Alberta municipalities are required to adopt operating (s. 242) and capital (s. 245) budgets for each calendar year, and can adopt an interim operating budget for part of a calendar year. The interim operating budget allows Administration to continue with regular municipal business while Council discusses the proposed operating budget, which should be adopted by March 30 to allow sufficient time for the preparation of the tax rates bylaw and related documents, including tax notices to residents. It is understood that expenses incurred under the 2019 interim operating budget will match the 2018 approved expenditures levels until the final 2019 operating budget is adopted. More discussion on the 2019 operating budget will occur in the new year.

Relevant Legislation:

- Municipal Government Act, R.S.A. 2000, c.M-26, s.242

Strategic Relevance:

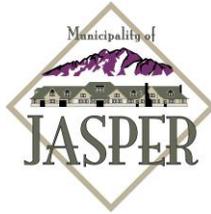
- Governance – Provide quality municipal services to the community
- Governance – Provide open, accountable and accessible government
- Fiscal Health – Enhance the municipal budget process

Financial:

Approval of the interim operating budget will allow the finance department to input the 2019 budget values in the municipal accounting software and ensure business continuity into 2019.

Attachments: See agenda item 8.1 Proposed Budget 2019 Summary (December 11, 2018 version)

Note – Councilors have electronic copies of the proposed budget, which is also available on the municipal website.



REQUEST FOR DIRECTION

Subject: Utility Rates Bylaw 2019

Prepared by: Natasha Malenchak

Reviewed by: Mark Fercho, CAO
Christine Nadon, Legislative Services Manager

Date – Discussion: Public budget presentations, November 27 and 28, 2018
December 4 and December 11, 2018

Date – Decision: Tentatively, First and Second Reading on December 18, 2018, with Third and final reading on January 8, 2019

Recommendation:

- That Council provide direction to Administration on which information is required to support Council deliberations on the proposed utility rates for 2019, in preparation for formal bylaw readings.

Options:

- Approve utility rates to maintain Municipal Utility Service Provision (\$16,109 increase, including WCB);
- Approve utility rates to maintain Municipal Utility Service Provision and include any or all other increases as detailed below and in the proposed budget document;
- Request modifications to the proposed increases;
- Request additional information about specific proposed increases.

Background:

In order to collect utility fees at a new rate in 2019, Council must pass a Utility Rate Bylaw to set the new fees. The timing of passing this new bylaw (which will repeal the 2018 Utility Rates Bylaw) is important as it directly impacts the amount to be levied by the Municipality to fund water, sewer, garbage and recycling service provision. Final approval of the bylaw on January 8 would allow the first billing cycle of 2019 to reflect the new rates. While passing a final utility rate bylaw on January 8 would be ideal, Council could also choose to defer the decision to a later date, which would have an impact on the rate calculation and cause a loss in revenue during the first billing cycle – which may be warranted if Council is not ready to make a decision.

As presented on page two of the *Proposed Operating and Capital Budgets Highlights 2019-2023*, the proposed increases in utilities are as follows:

2019 Utility Rates Process to Date Summary:

- The first proposed rates for 2019 included all possible utility changes for 2019. A decision involving a Local Improvement Bylaw Levy will be presented at a later date in 2019 if warranted. The amount of \$139,259 has now been changed to \$16,259 to exclude the Local Improvement Bylaw Levy until a later date.

- The revised attached summary includes the amounts to potentially approve and write into the 2019 Utility Rate bylaw
- Municipal Utility Service Provision, including WCB (for 2019 utility rate bylaw only) - \$16,109
 - Expenses removed from current utility rates (subject to Local Improvement Bylaw 2019)
 - Local Improvement Levy - **+\$123,150** (offset by revenue from affected users only)
 - Salaries and Benefits
 - Water - **+\$15,000 +\$9,500 (Reallocation of Maintenance Costs)**
 - Sewer - **+\$8,500**
 - Garbage - **+\$12,000**
 - Recycling - **+\$5,000**
 - Total - **+\$50,000**
 - Material, Goods and Supplies
 - Water – **+\$21,000**
 - Garbage – **(\$18,000)**
 - Fleet Service and Supplies
 - Garbage – **(\$11,500)**
 - Contracted Services
 - Water – **(\$18,000)**
 - Sewer – **(\$22,500)**
 - Other
 - All Departments combined extras - **+\$15,000**
- Waste Water Treatment Plant Debenture (capital request) – **\$131,794**
 - New principal and interest payments for 25 years, other debentures (2) for WWTP to be repaid in 2022 and 2024.
- Increased transfer to Restricted Reserves – **\$131,200**
 - Water – **\$29,000**
 - Sewer - **\$23,200**
 - Garbage - **\$53,000**
 - Recycling - **\$26,000**
- Environmental Stewardship transfer of salaries and benefits – **\$100,000** (reallocation from tax-based budget)
 - Water - **\$20,000** salaries and **\$5,000** benefits
 - Sewer – **\$20,000** salaries and **\$5,000** benefits
 - Garbage – **\$20,000** salaries and **\$5,000** benefits
 - Recycling - **\$20,000** salaries and **\$5,000** benefits

Relevant Legislation:

- Municipal Government Act, R.S.A. 2000, c.M-26, s.242

Strategic Relevance:

- Governance – Provide quality municipal services to the community
- Governance – Provide open, accountable and accessible government

- Fiscal Health – Enhance the municipal budget process

Financial:

Approval of the Utility Rate Bylaw 2019 will set the rates to be levied in 2019. In the absence of a new bylaw, the 2018 rates will remain in effect. Delaying the approval of the bylaw could cause a loss in revenue.

Attachments: See agenda item 8.1 Proposed Budget 2019 Summary (December 11, 2018 version)

Note – Councilors have electronic copies of the proposed budget, which is also available on the municipal website.



REQUEST FOR DECISION

Subject:	2019 to 2023 Capital Budget
Prepared by:	Mark Fercho, CAO & Natasha Malenchak Director of Finance and Administration
Reviewed by:	Christine Nadon, Legislative Services Manager Yvonne McNabb, Director of Culture and Recreation
Date – Discussion:	Public budget presentations, November 27 and 28, 2018
Date – Notice:	December 4, 2018
Date – Additional Discussion:	December 11, 2018 committee of the whole meeting
Date – Decision:	December 18, 2018

Recommendation:

- That Council approve the 2019 to 2023 Capital Budget as presented in this report; or
- That Council approve the 2019 to 2023 Capital Budget as presented in this report, with the exception of the following items, which will require further approval by a separate Council resolution; and/or
- That Council remove the following items from the 2019 to 2023 Capital Budget.

Options:

As per the Municipal Government Act (MGA), section 242, Council must adopt a capital budget for each calendar year. Council may choose to approve a partial capital budget, and to delay approval of specific items to allow for more time, information and discussion.

Council Discussion and Process for Capital 2019:

- Council approval for spending is only required on the 2019 capital budget. The full five year budget is considered as part of the approval, however, it is just 2019 that is being approved.
- Further, for the 2019 budget Council can approve the budget and expenditure for an item, approve the budget but not the expenditure for an item (we have used the term “put into the parking lot”), or ask an item be removed from the 2019 budget or moved to a future year.

Budget 2019 Process to Date Summary for the Recreation Project and Debenture:

- The first proposed capital budget for 2019 included a recreational program capital budget of \$8,110,500.00, with a debenture of \$7,070,500.00, resulting in a debenture payment of \$431,925.00 every year, which then required a one-time tax increase of 5.67% to pay that annual loan payment.
- The revised attached proposed capital budget for 2019 includes a recreational program capital budget of \$5,240,770.00, with a debenture of \$4,367,770.00, resulting in a debenture payment of \$262,821.00 every year, which requires a one-time tax increase of 3.45% to pay that annual loan payment. (payments set up requires a 1.04% increase in 2019, and a 2.41% increase in 2020)

The Culture and Recreation capital projects are proposed to have these distinct steps:

1. Only address critical items and the ammonia plant relocation project in 2019
2. Then propose a full recreational services program review with public and Council consultations in 2019
3. Council decisions on recreational services to be provided, and what projects are required to deliver those services, Council direction on each.
4. Next, develop conceptual designs, then construction ready plans on items required to provide the recreational services as required, and directed by Council
5. Budget requests, and then tendering for construction those approved items

Culture and Recreation Capital Project Details:

- The large proposed Culture and Recreation Capital Project that has now been put together as one complete package, the moving of the ammonia plant and new ammonia plant equipment, removing the old ammonia equipment, moving the condenser off the roof and roof repairs and a new condenser for Council consideration as a priority project in 2019. Design work on location will be concluded soon followed by final construction ready plans for bids.
- Before inebting the community in a large debenture being directed to maintain any and all current recreational facilities, first a review is required to determine Council's strategic direction on which programs or services will be offered for the future. We are proposing an \$80,000 recreational program review with public consultation and Council involvement, in order for Council to have clear direction on future recreational programs and facilities prior to borrowing over \$8,000,000 to rebuild the recreational facilities to provide them.
- The proposed process to do this review is shown as a "Recreation Master Plan" process, which is intended to be conducted through the support of recreational consulting firm support:
 1. Develop a process that would involve Council and the community to:
 - review the recreational programs offered in Jasper, determine costs to deliver each recreational program using Jasper pricing/costing and where information is not available, using the consultants' expertise to estimate based on similar programs in other locations;
 - review what new recreational programs may also be considered that are possible, being requested, or are trends in other locations; and
 - what existing recreational programs in Jasper could be discontinued.
 2. Council would then make decisions on what recreational programs or services will be offered.
 3. Once there is clear direction on which programs will be offered, then determine scope and scale of those programs.
 - An example of scope and scale decisions is if Council chooses to continue the arena, one area to determine is how many dressing rooms are required? A cost/benefit or business case analysis would be completed on 1, 2, 3 or 4 new change rooms, benefit for the arena to offer programs, benefit of direct and indirect income to arena and community, cost of rooms and if second room is twice the cost or an incrementally small amount more, etc., and apply this type of consideration to each recreational program that Council selects.
 4. Once the scope and scale is determined on each proposed recreational program Council has selected to continue, then planning for those services can begin with design work.
- Final designs would then be developed into construction ready drawings for construction tender work in 2020 and 2021.
- Those final design items would be brought forward in the fall of 2019 for the next capital budget process for consideration. Staff would continue with aggressive grant funding and other support funding searches for these defined projects.

Background:

Alberta municipalities are required to adopt operating (s. 242) and capital (s. 245) budgets for each calendar year. Adopting the capital budget before the year starts helps Administration plan and get projects to market when there is less competition and prices are better. Proposals developed later in the year tend to be less cost effective, and delayed project starts are operationally difficult to manage during our short and busy summer season.

The Municipality of Jasper has completed the asset management planning process and will begin to incorporate that plan into the capital budget process and also long term financial planning and reserve account policies. This will be a process over the next few years. The new Municipality of Jasper capital construction policy and procedure, will be completed and implemented in the capital projects from 2019 and beyond.

The proposed capital budget includes forecasts into 2023; any items beyond 2019 will require further Council approval as part of the 2020 capital budget approval process.

Relevant Legislation:

- Municipal Government Act, R.S.A. 2000, c.M-26, s.242

Strategic Relevance:

- Governance – Provide quality municipal services to the community
- Governance – Provide open, accountable and accessible government
- Fiscal Health – Enhance the municipal budget process
- Fiscal Health – Set an annual budget process timeline for maximum efficiency, with capital projects based on strategic planning and long term asset management needs

Financial:

Approval of the capital budget will allow department directors to move forward with the planning and tendering of capital projects for 2019, leading to more cost-effective contracts and increased chances of attracting qualified contractors to the remote location of Jasper.

Attachments:

- REVISED Proposed Capital Budget, 2019 to 2023, including funding sources for the 2019 capital projects.

NEW PROPOSED 2019 CAPITAL

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*	3,390,810	740k FGT
	* estimated; construction costs to be confirmed during design phase in 2019		2,650,810 Debenture
	Contingency	340,000	Debenture
<i>Activity Centre</i>	Fire spray down stairs	100,000	Debenture
	Multi Purpose hall flooring replacement	196,960	Debenture
<i>Arena</i>	Arena kickplate (if fails in season, if not completed in 2020 with new rink boards)	30,000	Debenture
<i>Fitness & Aquatic Centre</i>	Roof Beams (Sealed and Watershield)	53,000	Debenture
	Main Mechanical Room Boilers, Burner x1	20,000	Debenture
	Dressing Room Wall Recoated	25,000	Debenture
	Wade Pool Resurfacing	11,000	Debenture
<i>Activity Centre</i>	Computer Upgrades	4,000	RR
<i>Log Cabin/Centennial Park</i>	Planter Replacement	30,000	Debenture
<i>Recreation</i>	Recreation Program and Service Review, Master Plan	80,000	Debenture
	Engineering and Architecture for 2020 construction plans	540,000	Debenture
<i>Curling Rink</i>	Curling Rink Slab and Brine Lines (2018 approved dehumidifier \$28,840 on hold with this item)	600,000	300k CFEP 300k Debenture
Sub-total Recreation		5,420,770	
Protective Services:			
	Turnout Gear	16,000	RR
	Rescue Vehicle (Phase 1)	375,000	MSIC
	Commercial Washer/Dryer	12,000	RR
	Breathing Air Fill Station Replacement	20,000	RR
Sub-total Protective Services		423,000	
Operations			
<i>Maintenance</i>	BMS Software Consolidation	100,000	RR
<i>Roads/Grounds</i>	Fleet Replacement Program - Tandem Chasis with Sanding Hopper and Dump Box	325,000	MSIC
	Fleet Replacement Program - Turf & Gutter Vacuum Unit	50,000	RR
	Micro-surfacing - Location TBD...based on positive findings from 2017 pilot project	100,000	MSIC
	Memorial bench replacements @ 10 per year (backlog)	15,000	RR
	Train Engine Relocation	25,000	RR
	S-Block Parking	775,000	Parking Auth/MSIC
	Jim Vena Stage Project, Commemoration Park	800,000	External Funding
Sub-total Operations		2,190,000	
Utilities:			
<i>Water</i>	Valve Replacement Program	50,000	RR
	Fleet Replacement Program - 3/4 tonne 4x4 Pickup	50,000	RR
	Fleet Replacement Program - 3/4 tonne 4x4 Pickup	50,000	RR
	Hydrant rebuilds - 20 units per year - ongoing annual BMP program	55,000	RR
	Athabasca Park (Info Center) Potable Water Line Re-Routing	250,000	MSIC/Federal
<i>Sewer</i>	WWTP Annual Capital Requirement	2,200,000	Debenture
	Sleepy Hollow Lift Station (Phase 2)	570,000	LIL
	Bio-Solids Disposal	50,000	RR
	Patricia/Willow Intersection Regrading	275,000	MSIC
<i>Garbage & Recycling</i>	Garbage Bin Replacement Program	60,000	MSIC
Sub-total Utilities		3,610,000	
Administration:			
	Management Software	20,000	RR
	Sustainability Plan (with Parks Canada 75,000 contribution)	150,000	MSIO/Federal
	Upgrade To Windows 10 (Software upgrade)	15,000	RR
	MDJES2 Server Upgrade	35,000	RR
	Improve Offsite Backup	17,500	RR
	Municipal Housing Repairs	20,000	RR (from rent)
	JCHC Housing (Program Development)	75,000	RR
Sub-total Administration		332,500	
Total		11,976,270	
	Parking Authority Restricted Reserve (RR)	200,000	
	Restricted Reserve (RR)	679,500	
	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%)	4,376,770	

NEW PROPOSED 2020 CAPITAL

<i>Arena</i>	Universal and Accessible Change Rooms	2,117,410	Debenture
	Arena seating emergency exits from upper level code compliance	15,790	Debenture
	Arena Dehumidifier	28,840	Debenture
	Exit Signs	14,250	Debenture
	Replace boards	215,000	Debenture
	Relacement of slab	1,000,000	Debenture
<i>Activity Centre</i>	Retile Basement Showers	50,000	Debenture
	Main entrance upgrades/doors, canopy, lighting	245,010	Debenture
	Storage Room in New Multi Purpose Space	75,000	Debenture
	Sidewalk replacement/entrance walkway redone	233,000	Debenture
	Office/Meeting Space	88,360	Debenture
	Parking lot paving and drains	237,000	Debenture
	Computer Upgrades	4,000	Debenture
<i>Pool</i>	LED lighting	8,800	Debenture
	Universal and Accessible Change Rooms	200,000	Debenture
	Chemical Feed System	21,000	Debenture
	Upgrade cl2 system	300,000	Debenture
	Locker replacement	90,000	Debenture
	Contingency	500,000	Debenture
Sub-total Culture and Recreation		5,443,460	Debenture
Protective Services:			
	Rescue Vehicle (Phase 2)	475,000	
	Turnout Gear	16,000	
	Training Room Reno	30,000	
Sub-total Protective Services		521,000	
Operations:			
<i>AMA Building</i>	Demo & Rehab	50,000	
	Fleet Replacement Program	250,000	
	Memorial bench replacements @ 10 per year (backlog)	15,000	
Sub-total Operations		315,000	
<i>Roads/Grounds</i>	Operations lands expansion, building and redevelopment project start (Phase 2)	300,000	
	Missing sidewalk linkages with the town site TBD (100 meters/year)	50,000	
	Town Trail Interp Signage	50,000	
Sub-total Roads/Grounds		400,000	
Utilities:			
<i>Water</i>	Bulk water portion of S Block Sani/Water station	125,000	
	Fleet Replacement Program	250,000	
	Valve Replacement Program	50,000	
	Hydrant rebuilds - 20 units per year - on-going annual BMP program	55,000	
<i>Sewer</i>	WWTP Annual Capital Requirement	175,000	
	Lateral Downsize Repairs	100,000	
	Reroute sewer main from school to Bonhomme (Contigent on Skateboard Park)	250,000	
	Sanitary RV disposal portion of S Block Sani/Water station	125,000	
	Bio-Solids Disposal	50,000	
<i>Garbage & Recycling</i>	Garbage Bin Replacement	60,000	
Sub-total Utilities		1,240,000	
Administration:			
	Computer Upgrades	5,000	
	Upgrade wiring (phase 1)	5,000	
	Management Software (year 2)	20,000	
Sub-total Administration		30,000	
		7,949,460	
Restricted Reserves or Funding		2,506,000	
Debenture C&R (25 years at 3.432%)		5,443,460	

NEW PROPOSED 2021 CAPITAL

Department	Project	Budget
Recreation:		
<i>Activity Centre</i>	Computer upgrade	4,000
	Rooftop Unit	15,000
	Sound System upgrade	40,000
	Main electrical distribution	156,000
	Basement ventilation	90,650
	Upgrade basement finishes	168,000
	Increase accessibility	178,270
	Squash court heating	25,530
	Meeting Room Space	473,000
	Facility ventilation & HVAC	869,590
<i>Grounds</i>	Log Cabin interior/exterior roof and bathrooms	200,000
	Centennial Park Lower Backstop	7,000
	Ball diamond bleachers (x2)	27,000
<i>Arena</i>	Showers Retiled and Plumbing	50,000
<i>Fitness and Aquatic</i>	Burner for boiler x1 of 2	20,000
	Sound System	20,000
	Sand filter Wade Pool	40,000
	Sand filter Hot Tub	25,000
	Heat exchangers	25,000
	Weight Room Benches	12,000
	Non cardio fitness equipment	25,000
	Sub-total Recreation	2,471,040
Protective Services:		
	Building Upgrades	30,000
	Turnout gear	16,000
	AED's	10,000
	Hose	5,000
	Sub-total Protective Services	61,000
Operations:		
	Fleet Replacement Program	250,000
	Gravel stockpile (mat, haul and processing)	100,000
	Generator for Library	40,000
	Memorial bench replacements @ 10 per year (backlog)	15,000
	Micro-surfacing - Location TBD...based on positive findings from 2017 pilot project	100,000
	Missing sidewalk linkages with the town site TBD (100 meters/year)	50,000
	Traffic lights (replacement @ Hazel; new @ Miette)	600,000
	Operations lands expansion, building and redevelopment (Phase 3)	300,000
	Micro-surfacing - Location TBD...based on positive findings from 2017 pilot project	100,000
	Missing sidewalk linkages with the town site TBD (100 meters/year)	50,000
	Lateral Downsize Repairs	100,000
	Sub-total Operations	1,705,000
Utilities:		
<i>Water</i>	Reservoir Cleaning	10,000
	Fleet Replacement Program	250,000
	Water Meter Replacement	500,000
	Annual Valve Replacement Program	50,000
	Hydrant rebuilds - 20 units per year - on-going annual BMP program	55,000
<i>Sewer</i>	WWTP Annual Capital Requirement	175,000
	Lateral Downsize Repairs	100,000
	Bio-Solids Disposal	50,000
	WWTP Annual Capital Requirement	3,100,000
<i>Garbage & Recycling</i>	Garbage Bin Replacement Program	60,000
	New Baler for Recycling Bay	400,000
	Sub-total Utilities	4,750,000
Administration:		
	Computer Upgrades	5,000
	Management Software	20,000
	Server	35,000
	Upgrade wiring (Phase 2)	5,000
	Sub-total Administration	65,002
		9,052,042
	Restricted Reserves or Funding	3,481,002
	Debenture C&R	2,471,040
	Debenture WWTP	3,100,000

PROPOSED 2022 CAPITAL

Department	Project	Budget
Recreation:		
<i>Activity Centre</i>	Fridge replacement kitchen #3	7,500
	Building cameras	30,000
	Security system replacement for Admin, Activity Centre and Pool	50,000
<i>Fitness and Aquatic</i>	Washers and Dryers x 2 each	10,000
Sub-total Recreation		97,500
Protective Services:		
	Turnout Gear	16,000
	Rope Gear	5,000
<i>Bylaw</i>	Command 1 (fleet)	75,000
Sub-total Protective Services		96,000
Operations:		
<i>Roads</i>	Dressing Room Wall Recoated	250,000
	Memorial bench replacements @ 10 per year (backlog)	15,000
	Micro-surfacing - Location TBD...based on positive findings from 2017 pilot project	100,000
	Missing sidewalk linkages with the town site TBD (100 meters/year)	50,000
Sub-total Operations		415,000
Utilities:		
<i>Water</i>	Fleet Replacement Program	250,000
	Valve Replacement Program	50,000
	Hydrant rebuilds - 20 units per year - on-going annual Best Management Practice	55,000
<i>Sewer</i>	WWTP Annual Capital Requirement	175,000
	Bio-Solids Disposal	50,000
	Lateral Downsize Repairs	100,000
<i>Garbage & Recycling</i>	Garbage Bin Replacement Program	60,000
Sub-total Utilities		740,000
Administration:		
	Server	35,000
Sub-total Administration		35,000

Total

Restricted Reserves or Funding

1,383,500

PROPOSED 2023 CAPITAL

Department	Project	Budget
Recreation:		
<i>Activity Centre</i>	Floor machine for Activity Centre	12,000
	Kitchen equipment replacement	15,000
	sound system components	10,000
<i>Arena</i>		0
<i>Fitness and Aquatic</i>	Domestic hot water tanks x2	40,000
	Steel columns	1,000,000
Sub-total Recreation		77,000
Protective Services:		
	Turn Out Gear	16,000
	Training Props	8,000
	Hydraulic Tools	12,000
	Dressing Room Wall Recoated	750,000
<i>Bylaw</i>		
Sub-total Protective Services		786,000
Operations:		
<i>Roads</i>	Fleet Replacement Program	250,000
	Memorial bench replacements @ 10 per year (backlog)	15,000
	Micro-surfacing - Location TBD...based on positive findings from 2017 pilot project	100,000
Sub-total Operations		365,000
Utilities:		
<i>Water</i>	Fleet Replacement Program	250,000
<i>Sewer</i>		
	Bio-Solids Disposal	50,000
	Lateral Downsize Repairs	100,000
<i>Garbage & Recycling</i>		
Sub-total Utilities		400,000
Administration:		
	Server	35,000
Sub-total Administration		35,000
Total	Restricted Reserves or Funding	1,663,000