

Municipality of Jasper
Committee of the Whole Meeting Agenda
January 28, 2020 | 9:30 am
Quorum Room, Jasper Library & Cultural Centre

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

2. Additions to Agenda

3. Approval of Agenda

3.1 January 28, 2020 Committee of the Whole Agenda attachment

4. Approval of Minutes

4.1 January 14, 2020 Committee of the Whole Minutes attachment

5. Presentations

5.1 Measuring Inclusion Tool for Municipal Governments attachment

6. Business Arising from Minutes

7. Brief Updates

7.1 CPO2 Transition Training attachment

7.2 Protective Service Operating Budget (Bylaw) attachment

7.3 2020 Capital Budget Parking Lot Items (Culture and Recreation) attachment

7.4 Hakone Delegation Update attachment

8. Correspondence for information, consideration or action

8.1 Invitation to Alberta Rural Education Symposium – *GYPSD* attachment

9. Other new business

10. Council representation on various boards, upcoming meetings

11. Upcoming Events

Jan.17-Feb.2: Jasper in January

Jan.28: Boards and Committees Workshop, Quorum Room, following cotw meeting

Feb. 11: JPCC general meeting, Sawridge, 8 am

Feb.12: Community Conversations, CFS boardroom, 10:45 am – 4 pm

Feb. 18: Culture and Recreation Facilities and Services Review meeting, Quorum Room, 9:30 am

12. Adjournment

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

Municipality of Jasper

Strategic Priorities 2018-2022

Council's aspiration is the continued enhancement of Community Health within the framework of the effective, efficient and fiscally responsible provision of municipal services.

To achieve that aspiration, Council has identified six priority areas on which to focus its efforts during the next four years.

Council's Mission

Council's mission is to advance the community's vision and interests by:

- fostering positive relationships;
- responsibly managing municipal finances and assets (through committed adherence to the municipal Asset Management Plan); and
- delivering municipal service levels effectively, efficiently and affordably.



Municipality of Jasper
Committee of the Whole Meeting Minutes
Tuesday, January 14, 2020 | 9:30 am
Quorum Room, Jasper Library & Cultural Centre

Present	Mayor Richard Ireland, Deputy Mayor Jenna McGrath, Councillors Paul Butler, Helen Kelleher-Empey, Rico Damota and Bert Journault
Absent	Councillor Scott Wilson
Also Present	Mark Fercho, Chief Administrative Officer Christine Nadon, Legislative Services Manager Kayla Byrne, Legislative Services Coordinator John Greathead, Director of Operations Ross Derksen, Operations Service Manager Laurent Bolduc, Acting Operations Service Manager Nicolle Hodges, Fitzhugh
Call to Order	Deputy Mayor McGrath called the meeting to order at 9:31 am.
Approval of Agenda	MOTION by Councillor Kelleher-Empey to approve the agenda for January 14, 2020 as presented. CARRIED
Approval of Minutes	MOTION by Councillor Butler to approve the minutes of the December 10, 2019 meeting as presented. CARRIED
Business Arising from the Minutes	Councillors inquired about the Follow-Up Action List included in the agenda package. Administration explained the list is a work in progress, but the intent is to capture requests made by Council. It was noted the requests should be acknowledged by the chair in order to be added to the list. When asked about the Family Resource Network application, Administration confirmed the application has been submitted. Councillors inquired when discussions on the 2020 budget would resume. Administration confirmed each department will return for approval of operating and capital items over the next few months. Councillors also inquired about deadlines for utilizing the CFEP grant, which was acquired by the Curling Club for the curling slab replacement project. Administration will return to Council with a completion date for the Culture and Recreation Facilities and Services Review, which will help with decision timelines regarding Culture and Recreation budget items. Councillors inquired if there was any new information on the ownership of the cenotaph. This research is still ongoing. Once ownership is determined councillors indicated they would like to include the Legion's request in 2021 budget discussions. Discussions are still ongoing between RMA, AUMA and the province regarding the timing of invoicing for the new police funding model.

Administration confirmed representatives from Hostelling International will present at a Council meeting in February.

Snow Removal Parking Restrictions Pilot Project	The Operations Department notified Council of its intent to proceed with a pilot project to modify snow removal parking restrictions and introduce a notification system to improve winter snow maintenance. The new method of notification would consist of two parking patterns (red and blue) to communicate which sides of the streets would be plowed, and where not to park on a specific day. Councillors suggested various methods to communicate snow removal operations and other municipal messaging. Methods include email, text message, social media, a municipal app and the utility bill newsletter.
Electric Vehicle Charging Center for Jasper	Council indicated its support of electric vehicle charging stations on public lands, but noted chargers must be publically accessible and not brand specific. Council requested Administration to invite Tesla and ATCO to make a proposal within the aforementioned parameters.
Recess	Deputy Mayor McGrath called a recess from 10:33 am until 10:43 am.
Correspondence	Councillor Damota was invited to sit on a committee to bring the Montreal Canadiens to Jasper. Councillor Damota will request more information on this committee.
Other New Business	Councillors discussed communication strategies like video recording Council meetings and implementing social media practices.
Councillor Reports	Councillor Kelleher-Empey will attend some upcoming Community Futures meetings. The Twinned Communities and Hospitality Committee will meet to discuss the 2020 delegation to Hakone. Councillor McGrath will attend a Library Board meeting and a JCT meeting.
Upcoming Events	Council received a list of upcoming events.
Adjournment	MOTION by Mayor Ireland that, there being no further business, the meeting of January 14, 2020 be adjourned at 11:52 am. CARRIED

Introduction to AUMA's Measuring Inclusion Tool for Municipal Governments



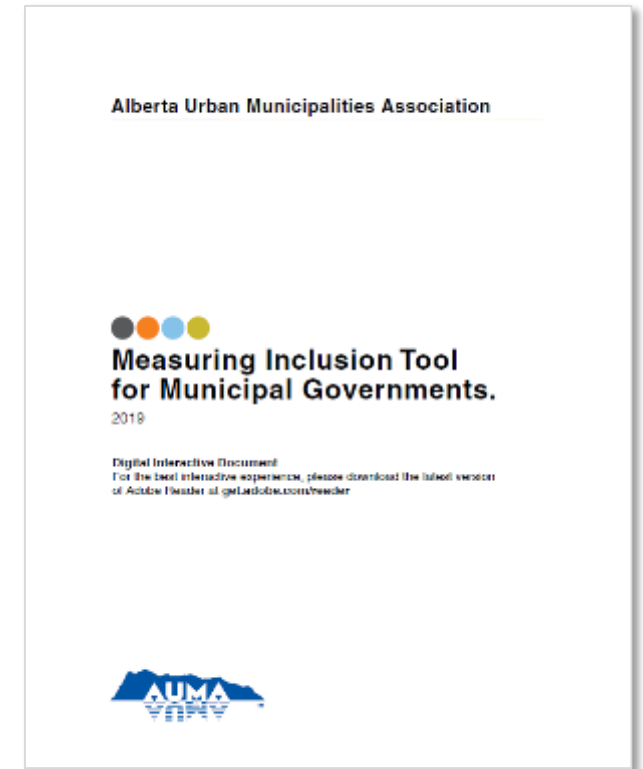
Welcoming & Inclusive Communities
Together we shine

Fall 2019



Overview of the Measuring Inclusion Tool

- Assists a municipal government to:
 - Assess its current state of inclusiveness.
 - Identify areas for improvement.
 - Advance strategies to be more inclusive of employees, residents, and service users.
- Provides a framework to measure ongoing performance.



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Levels of inclusion



- We do not recognize that there is a problem.

- We know there is a problem, we are taking tentative steps, but we are not sure how to proceed.

- We are taking formal steps to eliminate all forms of discrimination through systematic change.

- Inclusion is normal and part of our culture.



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Area of focus
and description

A. Leadership

All residents and municipal staff benefit when elected officials and administrative leaders of the municipal government are involved and accountable in validating issues of discrimination and demonstrating commitment to building inclusion and equity.

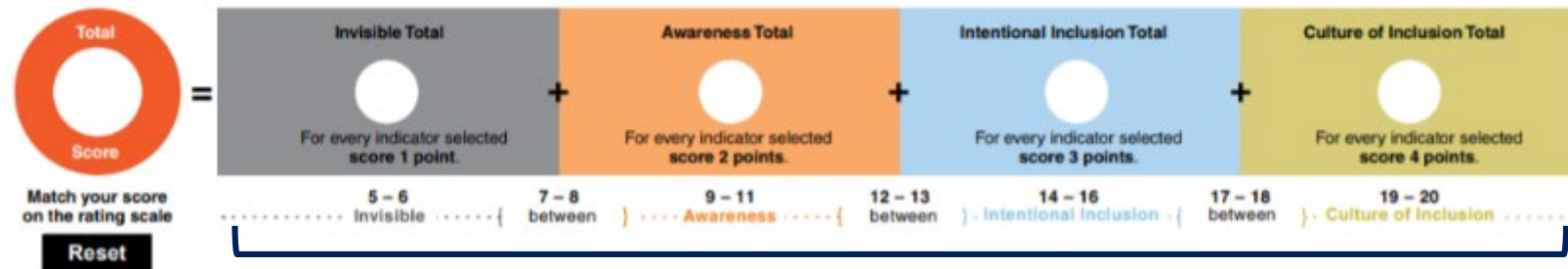
Levels of
inclusion

Topics

Indicators for
each topic

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Leadership by elected officials	☐ Most elected officials see work on inclusion as pulling staff resources away from more important municipal services	☐ Elected officials attend community events that support diversity, but have not supported proposals for the municipal government to take action to support inclusion	☐ Most elected officials support the development of an inclusion strategy or initiatives	☐ Most elected officials publicly initiate and support inclusion-related policies and initiatives, even if residents view it as controversial
Communication by elected officials	☐ Most elected officials are not aware of the importance of diversity and inclusion	☐ Elected officials require notes or scripts to discuss diversity or inclusion	☐ Most elected officials willingly make speeches and statements about inclusion, but usually only at events about diversity	☐ Most elected officials talk about the value of diversity and inclusion in speeches and conversations, no matter the audience
Representation on municipal committees	☐ Members of municipal committees are of similar age, gender, race, ethnicity, income levels, etc.	☐ Council is aware that members of municipal committees may not be representative of the community's diversity	☐ Council is appointing underrepresented populations to municipal committees more often than in the past	☐ The membership of municipal committees is representative of the community's diversity
Leadership by management	☐ The managers I engage with use stereotypes or discriminatory language	☐ The managers I engage with are aware of the value of inclusion, but have not invested their time to understand the issues and opportunities	☐ The managers I engage with are actively attempting to learn about inclusion and are supportive of inclusion initiatives	☐ The managers I engage with can explain the municipality's inclusion strategy, and are leading the way in implementing inclusion initiatives
Responses to discrimination	☐ The managers I engage with ignore or are defensive when issues of discrimination are brought to their attention	☐ The managers I engage with can describe some aspects of legislation/regulation that help create equity in the workplace	☐ The municipality regularly trains managers about equity in the workplace and how to respond to issues of discrimination	☐ All managers are fully prepared and will adequately respond if issues of discrimination are brought to their attention

Scoring system



Rating scale

Key items to know

- Your responses will be anonymous.
- You may feel that you don't know the answer to some topics. This is expected. Your goal is to answer based on your perception of what is happening in the municipal organization.



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How will this information be used

- Your ratings will be consolidated with the ratings of others to produce an average rating for the municipality.
- Those ratings will highlight the areas where the municipality is demonstrating a culture of inclusion and where there are opportunities to improve.
- This sets the stage to implement strategies to improve.
- Suggested strategies are available at wic.auma.ca.



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Demographic Survey

This survey supports a municipal government to understand the diversity of persons responding to the Measuring Inclusion Tool and offers the ability to assess how each demographic of respondents rates the inclusiveness of the municipal organization.

1. What is your role in the organization?

- Elected official
- Manager or supervisor
- Support or service delivery role
- Not a member of the organization

2. What area of the organization do you primarily work in?

- Elected official
- Corporate Services
- Infrastructure Services
- Community Services
- Emergency and Protective Services
- Not a member of the organization
- Other, please specify

3. Is English your first language?

- Yes
- No
- Prefer not to answer

4. What is your age?

- Under 30 years
- 30-44 years old
- 45-60 years old
- Over 60 years old
- Prefer not to answer

5. What gender do you most identify with?

- I identify as a:
- Prefer not to answer

6. I identify as:

- Caucasian/white
- Indigenous
- Visible minority¹
- Prefer not to answer

7. What is your sexual orientation?

- Asexual
- Bisexual
- Gay
- Heterosexual or straight
- Lesbian
- Pansexual
- Queer
- Prefer not to answer
- An identity not listed: please specify

8. Are you living with a disability?

- Yes
- No
- Prefer not to answer

9. Are you a parent or caretaker of children that are under 18 years of age?

- Yes
- No
- Prefer not to answer

10. What religion(s) do you identify with? (Select all that apply)

- Buddhism
- Christianity (all forms)
- Hinduism
- Indigenous spirituality
- Islam
- Judaism
- Sikhism
- No religion
- Prefer not to answer
- A religion not listed: please specify

11. What is your immigration status?

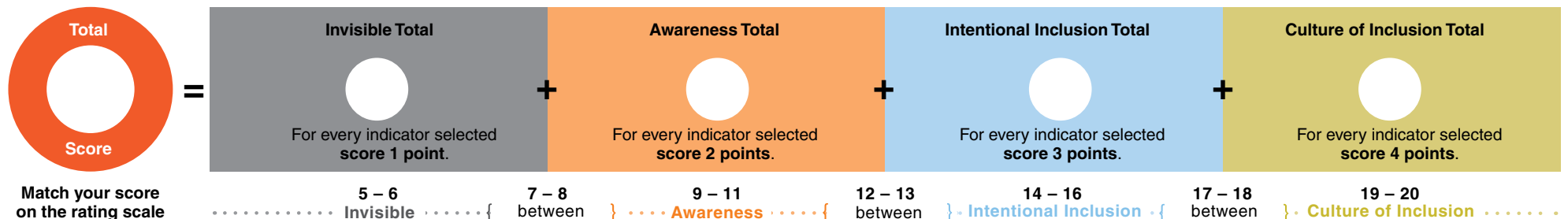
- I was born in Canada
- I immigrated to Canada less than 5 years ago
- I immigrated to Canada more than 5 years ago
- Prefer not to answer

¹ - Canada's Employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

A. Leadership

All residents and municipal staff benefit when elected officials and administrative leaders of the municipal government are involved and accountable in validating issues of discrimination and demonstrating commitment to building inclusion and equity.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Leadership by elected officials	Most elected officials see work on inclusion as pulling staff resources away from more important municipal services	Elected officials attend community events that support diversity, but have not supported proposals for the municipal government to take action to support inclusion	Most elected officials support the development of an inclusion strategy or initiatives	Most elected officials publicly initiate and support inclusion-related policies and initiatives, even if residents view it as controversial
Communication by elected officials	Most elected officials are not aware of the importance of diversity and inclusion	Elected officials require notes or scripts to discuss diversity or inclusion	Most elected officials willingly make speeches and statements about inclusion, but usually only at events about diversity	Most elected officials talk about the value of diversity and inclusion in speeches and conversations, no matter the audience
Representation on municipal committees	Members of municipal committees are of similar age, gender, race, ethnicity, income levels, etc.	Council is aware that members of municipal committees may not be representative of the community's diversity	Council is appointing underrepresented populations to municipal committees more often than in the past	The membership of municipal committees is representative of the community's diversity
Leadership by management	The managers I engage with use stereotypes or discriminatory language	The managers I engage with are aware of the value of inclusion, but have not invested their time to understand the issues and opportunities	The managers I engage with are actively attempting to learn about inclusion and are supportive of inclusion initiatives	The managers I engage with can explain the municipality's inclusion strategy, and are leading the way in implementing inclusion initiatives
Responses to discrimination	The managers I engage with ignore or are defensive when issues of discrimination are brought to their attention	The managers I engage with can describe some aspects of legislation/regulation that help create equity in the workplace	The municipality regularly trains managers about equity in the workplace and how to respond to issues of discrimination	All managers are fully prepared and will adequately respond if issues of discrimination are brought to their attention



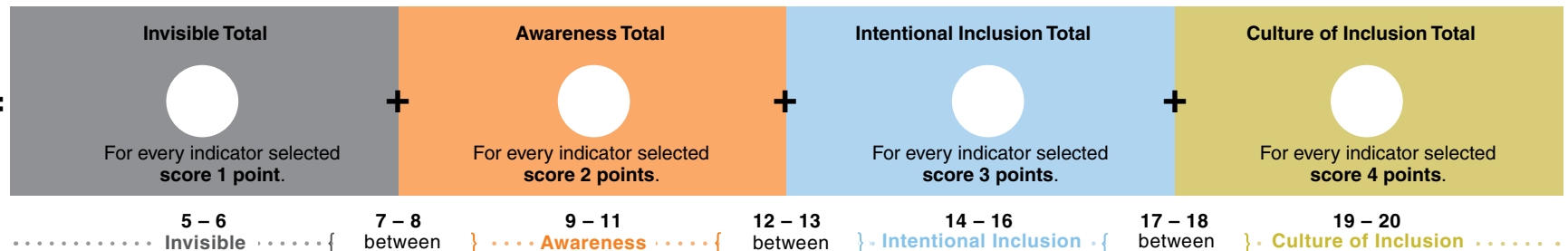
B. Commitment of Resources

Advancing inclusion and equity is made possible when the municipality provides human resources and funding to support the work.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Staff time	Inclusion work is not part of any staff member's job description	Inclusion-related activities are inconsistent because they are done 'off the side of someone's desk' due to personal passion	Inclusion work is a key part of one or more staff member's job description	Inclusion work is integrated throughout the municipal organization (not siloed in one position or department)
Financial resources	Most elected officials see work on inclusion as pulling resources away from more important municipal services	Staff are reluctant to request resources for inclusion work because they expect management or council will turn down the request	Inclusion work is seen as a good investment and is a regular line item in the municipality's budget	Most elected officials, managers and staff can explain why the municipality continually invests in inclusion work
Adequacy of financial resources	No financial resources have been set aside for inclusion work	Inclusion work is seen as important but very few dollars or staff hours are made available	The municipality provides adequate funding for at least one department's inclusion work, but not enough for all departments	There are sufficient resources in place to ensure that inclusion strategies are fully implemented across of all areas of municipal business
Support within the organization	There are no organized discussions about diversity and inclusion within the municipal government	At least one department considers inclusion work important, but there is little interest by others	Most managers make it a priority that department staff attend inclusion training or be involved in inclusion work	Staff across the organization continually bring forward new ideas on how their department can be more inclusive
Structure to collect input	There are no organized discussions about diversity and inclusion within the municipal government	The municipality has an inclusion committee made up of diverse staff and/or residents, but it has limited resources, power or influence	Municipal funding is provided for an inclusion committee made up of diverse staff and/or residents — with influence over decision-making	The municipality's inclusion committee has sufficient resources and decision-making power and is representative of the diversity of staff/residents



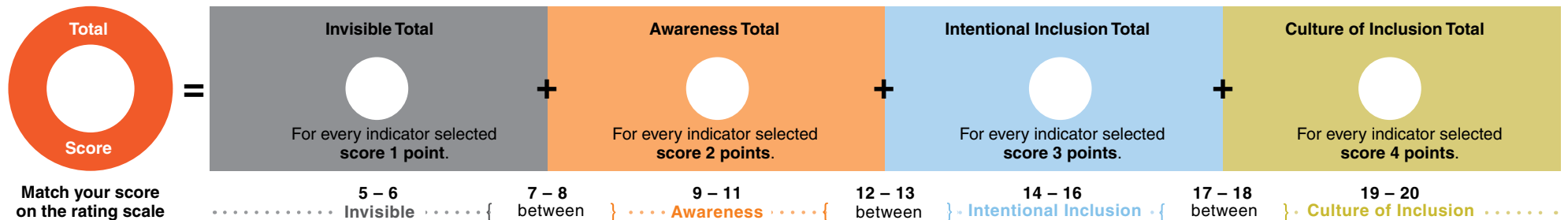
Match your score on the rating scale



C. Planning, Implementation & Measurement

Creating a shared vision of an inclusive, equitable community provides a framework for planning, policy, and action by the municipality. By measuring the municipality's progress, the municipality can make informed decisions on the next steps needed.

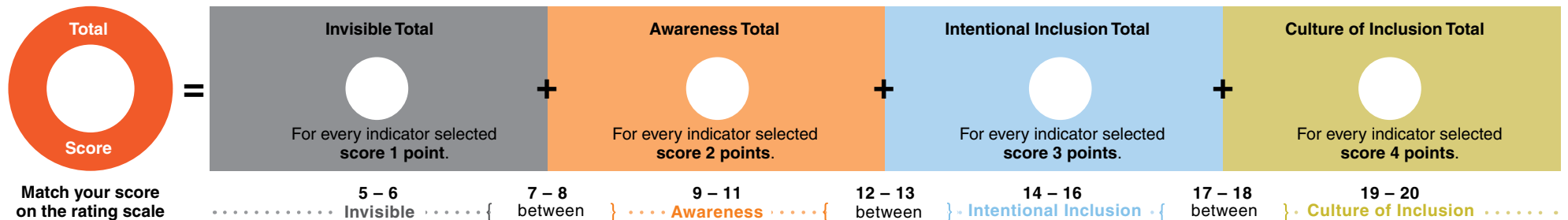
	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Vision	Council does not see the value of creating a community or organization that is inclusive	Although council sees inclusion as important, it has not formally communicated a vision or goals for inclusion	A vision for an inclusive community is defined and approved by council	People at all levels of the organization notice if inclusion is not a consideration during planning
Strategic planning	There has been no consideration by management to have inclusion goals be part of strategic plans	Management is aware of opportunities to update planning documents to include inclusion goals, but no action is taken	The municipality has a written plan for inclusion with objectives, strategies, and a time line	All departments have annual goals related to diversity and inclusion that are actioned and reported on
Implementation	Diversity issues and services are left for other community-based organizations to address	There is some effort to understand how other municipalities are approaching issues of inclusion, but limited action is taken	Promising practices from other municipalities and organizations are sought out and used to inform plans and actions	Managers and elected officials consider how marginalized residents and staff may be affected by any decision, program or policy
Measurement	The municipality is not collecting any data related to diversity	Some staff know what groups of people are accessing services but there is no formal process to understand what diversity of residents are not accessing services	Some formal processes are in place to measure the diversity of residents not accessing services or whose needs are not being met	The municipality uses metrics on service use, human resources, incidents, community demographics and people's views to monitor its culture of inclusion
Review	There is no evaluation system for programs and services that work with diverse residents	Sometimes the municipality gathers input on whether a service is inclusive but there is little follow-up action taken	The municipality gathers input on whether services are inclusive and takes action based on the feedback	All municipal services are regularly reviewed for inclusion and revised if necessary



D. Human Resource Policies & Practices

Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Workplace culture	Employees are expected to adapt to abide by the same societal and cultural norms and traditions of the workplace	Employees that work in an office environment have some flexibility to personalize their workspaces and dress	Attempts are made to accommodate the practices and holidays of all religions and cultures	The organization's reputation in supporting workplace diversity makes it an employer of choice
Diversity of staff	Most staff are of similar age, gender, race, ethnicity, or religion and are not representative of the community's demographics	Staff from marginalized groups are often concentrated in specific departments, or in positions with lower pay and less decision-making authority	Persons from marginalized groups are increasingly being employed by various departments, including in positions of leadership	Staff is reflective of the diversity of the community, across all departments, all levels of position and pay
Hiring practices	Employees in charge of hiring are not aware of their own bias or stereotypes, which influence their choices in hiring	The municipality's website or job postings state that it offers a diverse or inclusive workplace, but in reality, this is not the case	Hiring managers are educated in understanding cultural differences and the impact their biases may have on hiring decisions	Hiring panels are educated about bias and inclusion and are representative of the diverse population the municipality serves
Workplace equity	Management is not sure whether its human resource policies and practices are up-to-date with legal and human rights regulations	The municipality's human resource policies comply with human rights legislation, but not all departments know about or buy into following the policies	All departments abide by the municipality's human resource policies, which align with human rights legislation and employment equity policies	Workplace policies are implemented using an inclusion lens that considers language, dress, physical appearance and non-traditional schedules
Accommodation of needs (e.g. disability, religion, gender, etc.)	There is no attempt to accommodate the unique needs of applicants or employees	Managers understand accommodation practices, but rarely offer or encourage the use of them	Accommodation for employees are implemented on a consistent basis, but some employees view it as special treatment	Accommodation programs for employees are implemented consistently across all departments, without being questioned by others



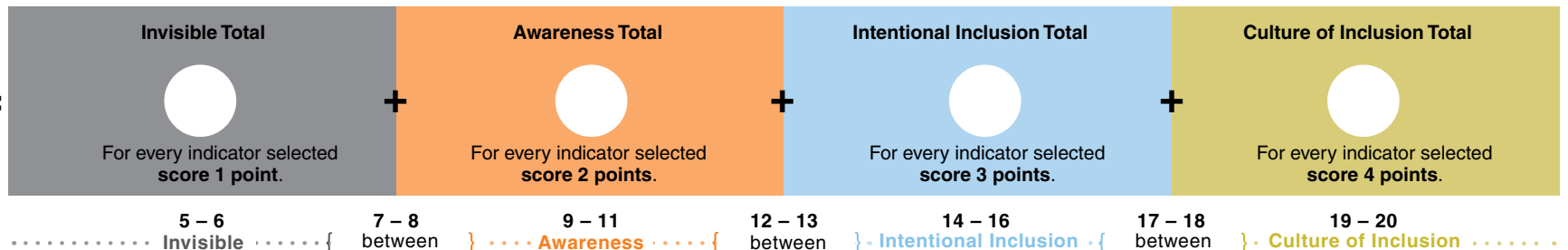
E. Employee Engagement & Education

When municipal employees receive training and support about inclusion, they are more prepared to respond the needs of a diverse public as well as foster an inclusive workplace. The knowledge and perspectives of employees and residents with lived experience can be valuable to inform planning and decision-making to ensure services are delivered in an inclusive manner.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Availability of training	There is no diversity and inclusion training available for staff	Inclusion and equity training is available, but it is infrequent and only available to select positions	Inclusion and equity training is regularly available for all staff, on a voluntary basis	Competencies in inclusion must be demonstrated in annual performance reviews and when applying for jobs/promotions
Scope of training	There is no diversity and inclusion training available for staff	Employee education programs primarily focus on 'culture' but ignore other forms of diversity that are common in the community	Employee education focuses on a range of dimensions of diversity that is representative of the demographics of the community	Employee education covers dimensions of diversity plus training on human rights, respect, equity, privilege, and unconscious bias
Employee understanding	Generally, staff don't understand the value of inclusion and are unskilled or uncomfortable working with staff or residents who are different from them	Staff are aware of the value of inclusion, but are still resistant to diversity training, as they see it as taking time away from 'real work'	Employees are beginning to understand their own biases, stereotypes, or privilege because of education programs	Most staff can detect and challenge bias in their own and others' written and oral communications and consciously make changes to be more inclusive
Workplace culture	Staff do not talk about the different or unique aspects of their lives at work (e.g. no talk about invisible disabilities, few 'out' LGBTQ+ staff)	Staff sometimes talk about the unique aspects of their lives at work, but usually only with a few people in their department	Staff commonly talk about the unique aspects of their lives (e.g. sharing of culture, LGBTQ+ staff are 'out') with many staff across departments	Employee spouses and partners that are from a marginalized population enthusiastically attend staff events that are open to guests
Reporting discrimination	There is no discussion about discrimination and there is no formal process to bring forward concerns on discrimination	Staff are informally encouraged to report incidents of discrimination, but there is no formal process in place	There is a formal process to bring forward concerns on discrimination	There is a formal process to report discrimination and positive action is taken to address issues



Match your score on the rating scale



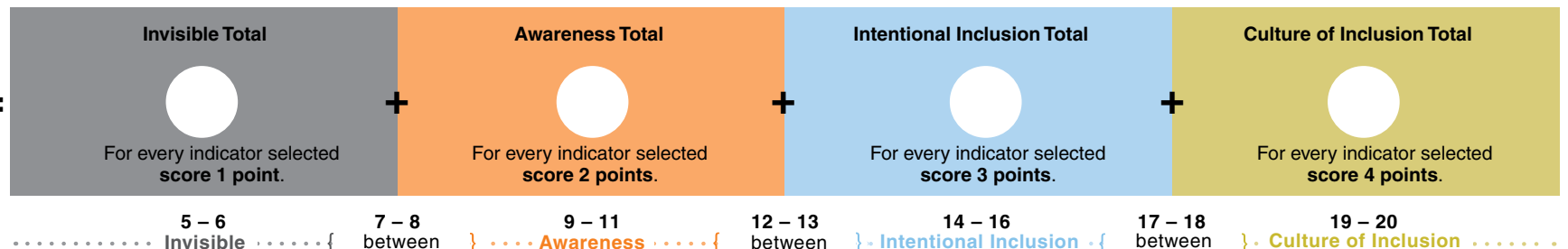
F. Infrastructure & Land Use

When municipal infrastructure is inclusive and accessible, all residents can actively participate in the life of the community. The community becomes more inclusive when land use planning considers the health, economics and history of all residents.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Physical accessibility	There is no discussion by municipal leaders about whether municipal facilities or spaces are accessible to persons with disabilities	Existing facilities are renovated to increase physical accessibility but only if budget is leftover (viewed by leaders as a low priority)	The municipality takes action when it is notified that a facility or public space is not physically accessible	The municipality takes proactive steps to ensure that all new and existing facilities or spaces are accessible to persons with disabilities
Adequacy of physical accessibility	Municipal leaders are not sure whether all residents can access public spaces or whether legal code requirements for accessibility are being met	Most public facilities and above-ground infrastructure are up to legal code requirements for accessibility	The municipality seeks input from all residents on how existing infrastructure and facilities can be more accessible and follow through with action	Policies and strategies are in place to ensure public facilities and spaces are built beyond the legal code requirements for accessibility and are truly accessible to all
Inclusivity for other needs	Municipal leaders assume that existing public facilities meet the needs of all people	The municipality is aware that its facilities may not be inclusive of all persons, but there is no plan to address it	The municipality has taken some steps to create inclusive facilities (e.g. change rooms for mixed gender families, gender neutral washrooms, quiet rooms for prayer)	All municipal facilities have been renovated or built to be inclusive of the needs of all residents
Access to safe public spaces	There are few public spaces (inside or outside) where residents can gather together in groups	Outside of sporting facilities, there is no adequate public space for people to meet and interact	There is at least one municipal public space, other than a sporting facility, where people can safely spend time	All marginalized populations have options when choosing a safe public place to spend time in
Respecting the rights of Indigenous peoples	Indigenous communities are seen as an obstacle to municipal expansion and/or a hassle in land use planning	Municipal leaders want to build relationships with nearby Indigenous communities, but have yet to act	Municipal leaders are increasingly reaching out to Indigenous communities to build relationships and discuss land use planning	Land use planning happens in coordination with local and nearby Indigenous communities, as well as a range of community groups



Match your score on the rating scale



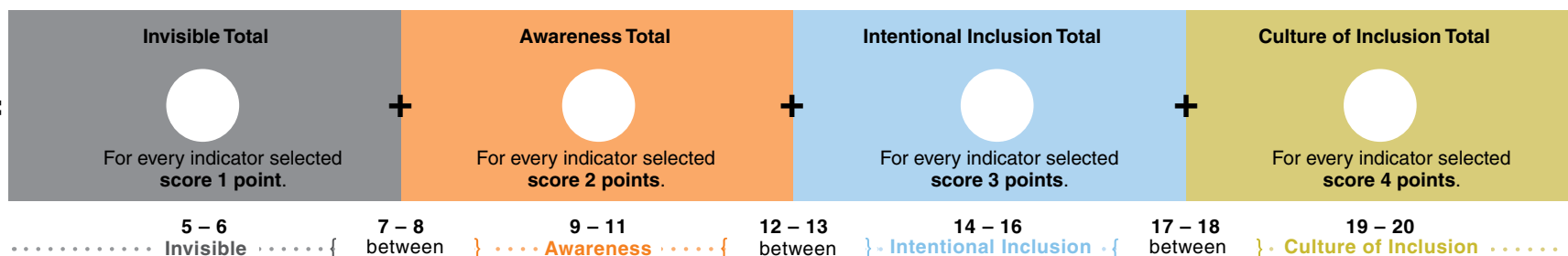
G. Municipal Social Services

The breadth, quality and inclusiveness of municipal social service programs can be a key factor in supporting residents to actively participate in the social, cultural and economic life of the community. Municipal social services includes recreation, libraries and other social programs run by the municipality. This does not include social programs that are funded by the municipality, but day-to-day operations are controlled by a non-municipal organization.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Staff skill	Staff are unskilled or impatient working with residents who have complex issues that may prevent their participation	The municipality acknowledges its inability to work with people of diverse backgrounds and refers them to services elsewhere	Staff are skilled and professional when working with diverse clients, even if staff are personally uncomfortable	Staff take responsibility for advancing inclusion by adjusting services as needed to create equitable outcomes for diverse populations
Resident participation in services	There is no consideration of whether certain populations face barriers to participate in municipal programs	Although staff may try to be welcoming, the municipality knows that residents from marginalized populations generally do not use/attend programs and services	Staff proactively engage marginalized populations to understand why they do not attend programs and services	Programs and services are used by a wide range of underrepresented populations as systemic barriers to their participation have been addressed
Cultural programming	Programs and services are primarily designed for heterosexual, economically stable, white, Christian, English-speaking, able-bodied, adult residents	Municipal staff recognize that existing programs do not cater to diverse cultures or religions, but there is no plan in place to celebrate other cultures	Cultural programs celebrate multiculturalism by showcasing diversity in food, dress and dance, but ignores other aspects of culture (e.g. history, religion, family structure, traditions)	Cultural programs celebrate multiculturalism and also reflect the complex histories and life experiences of the diversity of residents
Documentation	Managers do not recognize that the language in existing documents and forms may not work for all residents	Management is aware that key documents use complex language, but no action has been taken to simplify the language	Key documents are presented in plain language and is gender neutral	Key documents are available in multiple languages, large print, plain language, and is gender neutral, etc.
Language barriers in service delivery	Municipal leaders believe that residents should not expect to receive service if they do not speak English	Municipal leaders want to serve residents who may not speak English, but do not have resources in place	The municipality has interpreters or translators, but users may have to return at a different time to meet them	There is always someone on site or a process in place to ensure interpretation or translation is available



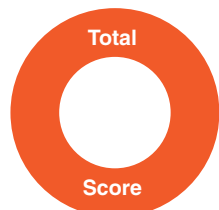
Match your score on the rating scale



H. Resident Engagement

When the municipality works to engage the opinions all residents, this can lead to better involvement in municipal decision-making and participation in community life. Municipal communication is then meaningful and accessible to all community members.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Diversity in public consultation	The same type of people attend town halls, take surveys, write letters to the editor, or comment on social media	Some effort is made to include marginalized people in consultation. Often those that are asked to provide input are the same go-to people	There is a policy in place that addresses how the municipality will obtain input from residents with diverse backgrounds	People participating in public consultation represent all demographics in the community
Input in decision-making	If there is community participation in decision-making, it is by informal conversations with groups of persons who are mostly wealthy, white and/or male	The municipality is aware of organizations that work with marginalized populations, but the municipality does not engage them to understand needs	Organizations that serve marginalized populations and its members are regularly engaged, in inclusive ways, to be a part of planning discussions	Diverse community groups regularly participate in consultations, and their suggestions are shown in policy and decision making
Methods used to collect input	Municipal leaders are not concerned or not aware if certain groups of residents are rarely involved in community consultations	Municipal leaders want to hear from diverse residents, but no special effort is made to engage them	The municipality has a policy requiring the use of a range of in-person and online methods to ensure all residents are heard	The municipality always uses different methods to ensure the opinions of diverse communities are heard
Communication to residents	Municipal leaders are not concerned whether communications are accessible to all residents	Municipal leaders recognize that public communications often use complex language, but there is no formal plan to address it	The municipality has a policy requiring the use of plain language in all written communications	The municipality's communication methods are inclusive of the needs of all residents (including those with visual or hearing disabilities)
Responding to reports of discrimination	When residents bring forward issues around discrimination or exclusion, decision makers don't know what to do, get defensive or don't take them seriously	When residents bring forward issues around discrimination or exclusion, decision makers acknowledge the concern but don't take action	When residents bring forward issues around discrimination or exclusion, decision makers are quick to take action, but often without the input of the affected parties	When residents bring forward issues around discrimination or exclusion, decision makers willingly discuss the issue and involve the affected parties in implementing a solution



=

Invisible Total



For every indicator selected score 1 point.

+

Awareness Total



For every indicator selected score 2 points.

+

Intentional Inclusion Total



For every indicator selected score 3 points.

+

Culture of Inclusion Total



For every indicator selected score 4 points.

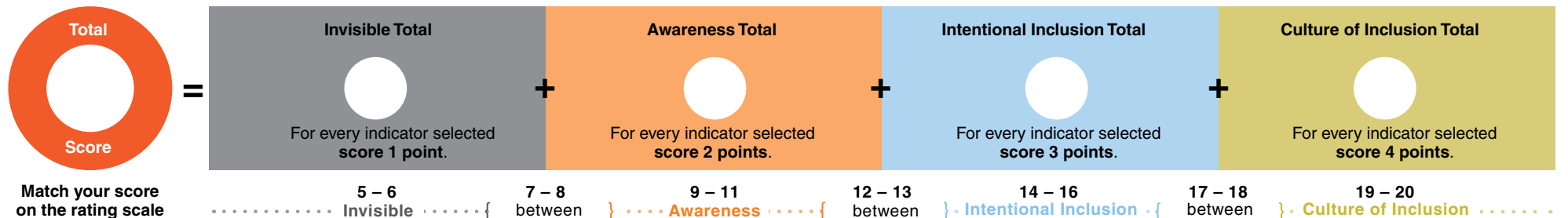
Match your score on the rating scale

5 – 6 Invisible { 7 – 8 between } Awareness { 12 – 13 between } Intentional Inclusion { 17 – 18 between } Culture of Inclusion

I. Economic Development

The community benefits when municipal economic development principles and strategies are created based on the understanding that diversity benefits the economy. This area of focus is specific to economic development initiatives that are under the direct control of the municipal government.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Representation on economic development committees	There is no consideration by municipal leaders to have diverse groups of people on economic development committees	The municipality is aware of populations that are not represented on economic development committees	The municipality is starting to seek out diverse persons to be members of economic development committees	Members of economic development committees are representative of the community's demographics
Accessing diverse views on economic planning	There is no consideration by municipal leaders to involve marginalized communities in the creation of municipal economic development plans	Municipal leaders see value in involving marginalized communities in economic planning but have no plan of engagement	The municipality engages marginalized communities to help inform its municipal economic development plan	Municipal economic development plans are regularly updated with input from marginalized communities
Use of data to inform economic planning	There is no attempt to understand available data on the profile and diversity of the community to inform economic development discussions	The municipality has data on the diversity of the community but does not use it to inform municipal economic development plans	The municipality collects some data about the diversity of the community to inform municipal economic development plans	The municipality collects a comprehensive amount of data about the diversity of the community and uses it to inform municipal economic development plans
Attraction of immigrants	Elected officials do not see the need to attract immigrants to the community	Elected officials want to attract immigrants but do not have a plan to achieve it	The municipality has a strategic plan to attract and retain immigrants to support economic development	Immigrants are welcomed by all as valued business owners and consumers of local goods and services
Support to the business community	There is no discussion about diversity and inclusion between municipal and business leaders	Municipal leaders discuss how creating a more inclusive business environment could support tourism or community growth, but no action is taken	The municipality regularly partners to create training for businesses about inclusive hiring and workplaces	Municipal and business leaders continually strategize on how to help businesses offer customer environments that are inclusive



Match your score on the rating scale

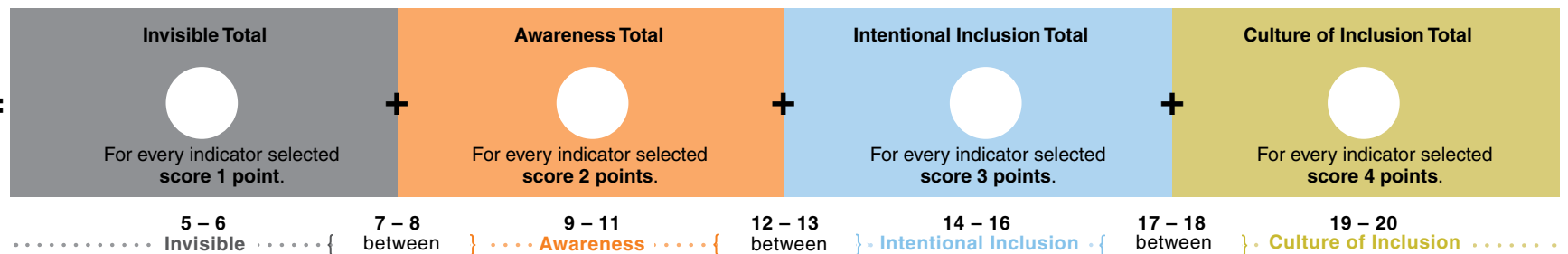
J. Emergency and Protective Services

All residents benefit when the municipality takes steps to ensure that emergency and protective services is inclusive of the diverse needs of residents. This area of focus is specific to emergency and protective services that are under direct control of the municipal government. As such, this area of focus may not apply to municipalities that receive primary policing support through the Royal Canadian Mounted Police.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Service to diverse populations	Emergency and protective services staff are perceived as discriminatory when dealing with certain populations	Emergency and protective services staff don't recognize their biases when dealing with certain populations	Emergency and protective services staff receive training on working with diverse cultures and populations	Emergency and protective services staff treat all residents fairly and inclusively
Violence in cultural communities	The action, or lack of action, by protective services staff to deal with violence in racialized communities causes further isolation of survivors and perpetrators	Leaders are aware that some protective services staff deal with violence in racialized communities differently than other populations, but no action is taken	Protective services staff are becoming more aware of cultural issues that contribute to violence in racialized communities	Protective services are well-trained and able to talk about violence in marginalized communities in a way that supports safety and inclusion for all residents
Language	Emergency and protective services often ignore residents who do not speak English	Emergency and protective services do not have resources to communicate with residents who do not speak English	Emergency and protective services have identified resources to help communicate with residents who do not speak English	Emergency and protective services employ staff that can speak the common languages spoken in the community and translators are available
Gender identity and gender expression	Emergency and protective services staff are not aware of considerations that should be made for gender diverse persons and harm is done to them as a result – either neglect or psychological	Emergency and protective services staff are aware of different needs of gender diverse populations but are not skilled in providing the best services to them	Emergency and protective services staff are educated on differences and needs of gender diverse persons, including their own bias and prejudices towards them	The education to emergency and protective services staff includes training on how to provide proper, respectful treatment for gender diverse persons
Engagement with the public	There is no concern about whether emergency and protective service staff are trusted by the public	Leaders are aware that many marginalized populations do not trust emergency and protective services staff due to past experiences	Emergency and protective services staff proactively meet with community groups and vulnerable and marginalized residents to build understanding and trust	The municipality monitors the public's trust of emergency and protective services staff and takes proactive action to increase trust in the community



Match your score on the rating scale



All residents benefit when the municipality takes steps to ensure that local housing is inclusive of the diverse needs of residents.

The diagram illustrates how a total score on the rating scale is composed of four components. On the left, a red donut chart is divided into two sections: 'Total' (the outer ring) and 'Score' (the inner circle). An equals sign follows. To the right, four colored boxes represent the components, each with a white circle in the center. The boxes are:

- Invisible Total** (grey): 'For every indicator selected score 1 point.' Below it, a range of '5 – 6' is labeled 'Invisible' with dotted lines.
- Awareness Total** (orange): 'For every indicator selected score 2 points.' Below it, a range of '7 – 8' is labeled 'between'.
- Intentional Inclusion Total** (blue): 'For every indicator selected score 3 points.' Below it, a range of '9 – 11' is labeled 'Awareness' with dotted lines.
- Culture of Inclusion Total** (olive green): 'For every indicator selected score 4 points.' Below it, a range of '12 – 13' is labeled 'between'.

 Further to the right, the ranges continue: '14 – 16' is labeled 'Intentional Inclusion' with dotted lines, '17 – 18' is labeled 'between', and '19 – 20' is labeled 'Culture of Inclusion' with dotted lines. The text 'Match your score on the rating scale' is at the bottom left.



Please use this space to share your ideas on how the municipality can take action to become more inclusive, highlight any current inclusion work that you want the leadership team to be aware of, or provide your thoughts on the evaluation process.

BULLETIN

21-2019

December 16, 2019

To all Authorized Employers:

Re: CPO2 Transition Training

Over the past month, the primary contacts for most authorized employers have received letters outlining the Transition Training Program (formerly Bridge Training), training requirements, course availability and timelines. This is the first Bulletin to assist the industry with identifying trainers and scheduling training. Please monitor Bulletins regularly to ensure you have the most current information at all times.

Transition Training Program (TTP)

The TTP consists of training modules, delivered by private, accredited training providers. Courses will become available starting in late January 2020. The TTP will include training in the following subject areas:

- control tactics and verbal de-escalation (in-class)
- traffic stops (in-class)
- notebook skills (online)
- report writing (online)
- legal studies (in-class)

Note, only courses accredited by the JSG Training Academy will be accepted for this process.

Some elements of the training are still under development and accreditation. A list of current approved trainers is attached and updated Bulletins will be published as new training providers become available. For information on accreditation of training courses, see below.

Timelines

Existing CPO2s will have until December 31, 2022 to complete the transition training and must have been in the field for at least six (6) months on completion of training to qualify for an amended appointment. Once an officer starts training, they must complete all of the modules within 12 months. New CPO2 appointments will no longer be issued after December 31, 2020.

Following completion of the TTP, authorized employers must submit a Request for Amendment to Appointment to the Peace Officer Program. More information will be provided on this process in a future Bulletin.

Note, these requirements only apply to CPO2 enforcement roles. Administrative and ATE CPO2 positions are not required to undertake this training.

TTP Module Accreditation

Individuals or companies interested in becoming training providers for one or more of the TTP modules may develop a curriculum and submit it for accreditation by the JSG Training Academy.

Accredited training programs must align with what the JSG Training Academy considers best adult learning practices and will be assessed based on learning objectives, proposed timetable and course outlines, assessments, tests and exams, post-course student surveys and all student and instructor materials required. For more information on this process, please review the following document: <https://www.alberta.ca/review-peace-officer-training.aspx>.

For questions on CPO2 Transition Training, please contact:

For training courses and accreditations:

Brent Blumhagen
Manager, Specialized Training and Standards
780-644-0662 or brent.blumhagen@gov.ab.ca

For appointments and timelines:

Tammy Spink
Manager, Peace Officer Program
780-427-6896 or tammy.spink@gov.ab.ca

Sincerely,

Tammy Spink
Manager, Peace Officer Program

Attachment

CPO2 Transitions Training Program Accredited Training Providers December 2019

This document will be updated and reposted as more courses become available.

Traffic Stops:	
Strategic Enforcement (905)808-0918 info@strategicenforcement.ca	
Notebook Skills (online):	
Canadian Police Knowledge Network https://www.cpkn.ca/en/course/note-taking	
Report Writing (online):	
Canadian Police Knowledge Network https://www.cpkn.ca/en/course/report-writing	
Control Tactics/Verbal De-escalation:	
Stay tuned...	
Legal Studies:	
Stay tuned...	

Budget Unanswered Questions

Protective Services-BYLAW

Question from Council



Why is the increase to wages so much higher (than those of Culture & Recreation) – there's 3.5 people in the department, but there's 5% increase in wages, etc.

The calculation used for the 2020 operating budget is based on the fall 2019 staffing levels, which included one staff member at pay level 12 (summer compliance officer); two staff members at pay level 22 (a first year employee (step A) and a third year employee (step C)); and a non-union position.

The table below presents the calculations used. As discussed at the last regular meeting, the total increase represents contractual obligations (CUPE and non-union) as well as step increases.

BYLAW		SALARY AND BENEFIT CALCULATION							
UNION STAFF									
		2019				2020			
		A	B	C	D	A	B	C	D
Pay Level									
1	12	24.77	25.51	26.55	26.67	25.38	26.15	27.22	28.33
2	22	30.09	31.02	32.29	33.63	30.85	31.80	33.10	34.47
3	22	30.09	31.02	32.29	33.63	30.85	31.80	33.10	34.47
NON-UNION STAFF									
		2019				2020			
		1	2	3	4	1	2	3	4
4			40.10					42.00	
UNION		\$ INC	2.5% INC	STEP INC	HOURS	SALARY	BENEFIT	SALARY & BENEFIT	
1		\$1.38	\$0.61	\$0.77	975	\$1,345.50	\$201.83	\$1,547.33	
2		\$1.71	\$0.74	\$0.97	1950	\$3,334.50	\$766.94	\$4,101.44	
3		\$2.18	\$0.79	\$1.39	1950	\$4,251.00	\$977.73	\$5,228.73	
						\$8,931.00	\$1,946.49	\$10,877.49 A	
NON-UNION		\$ INC	STEP INC		HOURS	SALARY	BENEFIT	SALARY & BENEFIT	
4		\$1.90	\$0.00	\$1.90	1950	\$3,705.00	\$852.15	\$4,557.15 B	
								\$15,434.64 A + B	

All Departments	2019	2020	2020 \$ INC	2020 % INC
	\$8,835,161	\$9,085,752	\$250,591	2.84%



REQUEST FOR DECISION

Subject: 2020 Capital Budget Parking Lot Items (Culture & Recreation)

Prepared by: Natasha Malenchak, Director of Finance & Administration

Reviewed by: Mark Fercho, CAO;
Yvonne McNabb, Director of Culture & Recreation;
Christine Nadon, Legislative Services Manager

Date – Discussion: Public budget presentations, November 26 and 27, 2019

Date – Notice: January 21, 2020

Date – Discussion: January 28, 2020

Date – Decision: February 4, 2020

Recommendation:

- That council approve the following capital budget item:

Recreation:		
Activity Centre	Main entrance upgrades-Demolition and conceptual plans for new canopy over entrance (including contingency)	75,000
Sub-total Culture & Recreation		75,000

Options:

- Request further information of the item above;
- Request Administration to bring back for further discussion at a later date;
- Not approve the request.

Background:

At the December 17, 2019 regular meeting, Council approved the 2020-2024 capital budget as presented with exception of several items that have been earmarked for further discussion. Council requested these earmarked items come back for approval by separate Council resolutions at a later date.

Capital Request Forms for the projects above present information on each project through narrative, priority assessment, quotes, pictures, external group recommendations and information on the asset. Council also received information and toured the areas in 2019.

Relevant Legislation:

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

Strategic Relevance:

- Governance – Provide open, accountable and accessible government
- Economic Health and Fiscal Equity
 - Enhance the municipal budget process
 - Maintain a commitment to asset management and the Asset Management Plan

Communications:

- Residents were invited to attend two public budget presentation held on November 26 and 27, 2019. The public budget presentation was advertised into the newspaper and on the Municipal website. Each municipal director presented their respective budgets, followed by questions from both Council and residents in attendance.

Financial:

Approval of the capital budget will allow department directors to move forward with the planning and tendering of capital projects for 2020, leading to more cost-effective contracts and increased chances of attracting qualified contractors to the remote location of Jasper.

If approved, these items will be placed in the accounting software and directors will begin to secure contractors to complete the work.

Attachments:

Please see 2020 Capital Budget Parking Lot Items (Culture and Recreation), previous agenda:

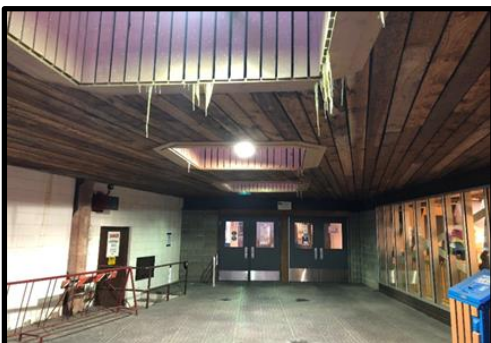
- Capital Request Forms (1)

Capital Expense Request Form

Finance & Administration



Date:	Oct 30, 2019 (Updated January 24, 2020)	
Submitted by:	Yvonne McNabb	
Department:	Culture and Recreation	
Project Name:	Main entrance canopy demolition and conceptual design	
Total Amount Requested:	\$75,000 (was \$245,000)	
	Design, planning and engineering:	34%
	Construction, rehabilitation:	66%
	Purchase:	0%
	Other (specify):	0%
Fiscal Year:	2020	
Project Start Date:	May 2020, design ASAP	
Anticipated End Date:	October 2020	
Project type:	☐ New ☐ Rehabilitation ☒ Replacement ☐ Other	
Project Description:	This was recognized in the 2016 Group 2 report and was a capital request in the 2011 project but eliminated due to added costs of this project. The canopy at the entrance is leaking through all of the sky lights and produces icicles and ice spots all winter long. (additional safety hazard for patrons and staff.) Main entrance doors are at the end of their life, it would be great to change them out with glass doors to allow extra light into the lobby area. This increase in lighting will give added safety. Repairs to the canopy will reduce the amount of time spent in the winter months clearing ice and icicles, estimates for cost saving in this area are difficult to predict as it depends on the winter. Request received from council that administration look alternatively at demolition of the canopy first and then work on a conceptual plan for the entrance.	



Main Entrance to Activity Centre



INFORMATION REPORT

Subject: 2020 Hakone Delegation Update

Prepared by: Kayla Byrne, Legislative Services Coordinator

Reviewed by: Christine Nadon, Legislative Services Manager

Date – Discussion: January 28, 2020

Background:

After receiving correspondence from the Hakone Town Office, which requested that Council plan their delegation for Nov. 2 – Nov. 4, 2020, the Twinned Communities Committee met to start planning for the delegation.

Financial:

The committee recommends \$6,000 from the Council Projects fund (in the operating budget) should be utilized in conjunction with the \$6,000 in the Hakone Delegation Reserve in order to fund the delegation. It was recommended \$10,000 be expended for the delegation, with an extra \$2,000 budgeted for any unforeseen costs that may arise.

The committee recommends the participation of the mayor in the delegation using the aforementioned funds (as per past practice), and the balance of the budget funds to be divided amongst the other councillors who wish to join.

It was noted that councillors who do take part in the delegation should not claim meeting compensation while travelling.

Administration contacted the Alberta/Japan Twinned Municipalities Association regarding possible grant funding for the delegation. The Association confirmed it does not provide grant funding for municipal delegations.

Delegation Members:

Administration has inquired with the Hakone Town Office to see if there is a limit on how many people can participate in the delegation.

The committee recommends inviting residents, at their own expense, to join the delegation. Once the size of the delegation has been confirmed by the Hakone Town Office, this invitation and relevant information can be promoted through the local newspapers, social media and the municipal website.

Follow Up Actions:

- Determining who will take part in the delegation.

January 15, 2020



Mayor Richard Ireland
Municipality of Jasper
303 Pyramid Lake Road, Box 520
Jasper, AB T0E 1E0

Dear Mayor Ireland:

Re: Invitation to Alberta Rural Education Symposium

The Board of Trustees of Grande Yellowhead Public School Division would like to encourage you and your council members to join them at this year's Alberta Rural Education Symposium (ARES) on March 1-3, 2020, in Edmonton, Alberta. The 2020 Symposium's theme is *A Clear 20-20 Vision for Rural Alberta Schools and Communities*.

The 2020 Symposium provides a valuable setting for the Board and its stakeholders to continue their conversations around working together for success for all in rural, diverse communities, within the limited public resources available. The full two-day agenda includes several keynote speakers including Adriana LaGrange, Education Minister; Ken Coates, Canada Research Chair in Regional Innovations; and Dr. Lars Hallstrom, and Director of the Alberta Centre for Sustainable Rural Communities. The full program is available at Alberta Rural Education Symposium.

The audience for the annual symposium includes parents, teachers, school administrators, trustees, municipal leaders, health care professionals, county councilors, business leaders and individuals from a rural context who take an interest in rural education and the sustainability of rural communities for all.

Please R.S.V. P. to Melodie Bobilek at melobobi@gypsd.ca by Friday, January 31, 2020, to ensure that a seat is reserved at the GYPSD Board table.

Sincerely,



Brenda Rosadiuk
Chairman of the Board, Board of Trustees for Grande Yellowhead Public School Division

/ng

cc: Board of Trustees, GYPSD
Carolyn Lewis, Superintendent of Schools

FOLLOW-UP ACTION LIST (FUAL)

Date: _____

MEETING (Date) / Item / Notes	WHO (lead)	ACTION (to/via)	TARGET (Status)
2019-12-10/ Business Plan for the Jasper Library & Cultural Centre to be discussed at a future meeting.			
2019-12-10/ Independently or request AUMA to lobby on behalf of Jasper for more policing during peak season.			