

Municipality of Jasper
Committee of the Whole Meeting Agenda
September 22, 2020 | 1:30 pm
Quorum Room, Jasper Library & Cultural Centre

Notice: Public viewing and public participation during Council meetings will continue to be through Zoom live-streaming. Council meetings are also archived on YouTube for viewing anytime.

To live-stream this meeting starting at **1:30 pm**, use the following Zoom link: <https://zoom.us/j/492811970>

Following an in camera (closed to the public) session, observers can tune back in through this Zoom link:

<https://zoom.us/j/856033479>

To be notified of when Council is reconvening after its closed session, send an email to kbyrne@town.jasper.ab.ca.

Please note: An in camera session could take several minutes or hours. Council typically comes out of an in camera session and adjourns right away. It is rare for anything to be discussed or decided upon after an in camera session.

1. Call to order (Deputy Mayor Damota to chair meeting)

2. Additions to agenda

3. Approval of agenda

3.1 September 15, 2020 Committee of the Whole agenda attachment

4. Approval of minutes

4.1 September 8, 2020 Committee of the Whole minutes attachment

5. Business arising from minutes

6. Presentations

6.1 EPCOR 2020 Update Review attachment

7. Policy and Governance

7.1 Public health update and concerns, Council discussion verbal

7.2 [Council Strategic Priorities update](#), Council discussion verbal
[2020 – 2022 Business Plan](#)

8. Brief updates

8.1 Seasonal Suspension of Compost Collection attachment

8.2 Commercial Cardboard Virtual Town Hall verbal

8.3 In Town Paid Parking attachment

8.4 2021 Budget Process attachment

9. Other new business

10. Council representation on various boards, upcoming meetings

11. Upcoming events

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Sept. 22: JCHC shareholders meeting, Quorum Room, following cotw

Sept. 23 – 25: Virtual AUMA Convention

Sept. 24: Commercial Cardboard Virtual Town Hall, Zoom, 7 pm

12. Adjournment

Please note: All regular and committee meetings of Council are video-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, September 8, 2020 | 9:30 am
Quorum Room, Jasper Library and Cultural Centre

| | |
|-------------------------------------|---|
| Virtual viewing and participation | Public viewing and participation during Council meetings is through Zoom livestreaming. |
| Present | Mayor Richard Ireland, Deputy Mayor Rico Damota, Councillors Jenna McGrath, Helen Kelleher-Empey, Paul Butler and Bert Journault (via Zoom) |
| Absent | Councillor Scott Wilson |
| Also present | Mark Fercho, Chief Administrative Officer Kayla Byrne, Legislative Services Coordinator <i>Attended or participated through Zoom:</i> Natasha Malenchak, Director of Finance and Administration Yvonne McNabb, Director of Culture and Recreation Joanne McQuarrie, Fitzhugh five staff members and/or observers |
| Call to Order | Deputy Mayor Damota called the meeting to order at 9:30 am. |
| Approval of Agenda | MOTION by Councillor McGrath to approve the agenda for September 8, 2020 as presented. CARRIED |
| Approval of Minutes | MOTION by Councillor McGrath to approve the minutes of the August 25, 2020 meeting as presented. CARRIED |
| Business arising from the minutes | Councillors inquired about the Skate Park Committee’s CFEP application deadline. In an email, the Skate Park Committee stated the application deadline has changed to June 15, 2021. Councillor Butler will contact the committee to confirm the new deadline and any follow-up actions. Councillors inquired about cardboard collection services. This item will be further discussed at future meetings. |
| Public health update and concerns | Council will hold a special meeting this afternoon to discuss compulsory face covering exemptions in regard to physical activities. |
| Council Strategic Priorities update | Council confirmed its next Strategic Priorities Committee will be September 15 at 9:30 am. Councillors requested that tax equity and the municipal assessor contract be discussed at the upcoming Strategic Priorities Committee meeting. Councillors will attend a Human Resources Committee meeting to further discuss hiring a new chief administrative officer and other related logistics. |

Council will also have an intergovernmental meeting on September 22.

Councillors requested an update on municipal staff housing.

Health and Safety Audit Report The Director of Culture and Recreation presented the 2020 municipal health and safety audit report. The Municipality received an overall score of 82%. The auditors found that the Municipality is committed to health and safety procedures, and recommended that the Municipality continue with annual training and move forward with the municipal preventative maintenance program.

A full summary of the report can be found in today's meeting agenda package.

Councillors requested more clarity on the recommendations within the report. The Director of Culture and Recreation will forward more information including an example of previous follow-up action lists for managers.

COVID-19 Tax and Utility Deferral Update The Director of Finance and Administration presented a COVID-19 tax and utility deferral update, highlighting 13% of property taxes and 26% of utility fees are outstanding; staff noted these percentages are similar to previous years.

Councillors asked clarifying questions. Administration confirmed there have been no requests to extend fee deferrals, which expired on September 1.

2021 Budget Process Administration recommended that Council consider a target dollar amount or percentage increase for the 2021 budget process; and recommended that Council set a final decision date for the upcoming operating budget.

Councillors requested a budget process approach that integrates Council's efforts to set service levels and service needs based on its priorities.

This item will be further discussed at future meetings.

Recess Deputy Mayor Damota called a recess from 11:04 am until 11:10 am.

JCHC Succession Plan Council discussed possibilities for a Jasper Community Housing Corporation succession plan.

Councillors suggested this report be discussed at a JCHC meeting rather than at a Council meeting and that the JCHC hold an AGM, allowing an opportunity for proposed changes and plans to be discussed with all shareholders.

Public attendance at Council meetings Council indicated its comfort with how meetings are currently being conducted; meetings are closed to public in-person attendance, however, all meetings are live-streamed on Zoom and archived on YouTube. People who do not use Zoom or Youtube can always call into a Council meeting using a telephone.

Correspondence: Council received a letter advocating for Jasper's pedestrians and for ways the Municipality can promote active transportation. Council will discuss this topic at future meetings and

| | |
|--|---|
| Pedestrian Prioritization | recommended Ms. Toop’s sentiments are shared with an existing local sidewalk reconfiguration committee. |
| Waste Water Treatment Plant Classification | Council received notice that the Municipality is requesting a classification change for the Waste Water Treatment Plant. The plant is currently classified as a Class IV facility. The Municipality believes the Jasper plant should be classified as a Class III facility. |
| Council representation | Councillor McGrath will attend the weekly Community Conversations, a Library board meeting and a Municipal Inclusion Committee meeting. |
| | Some councillors will participate in the Jasper Victim Services charity golf tournament. |
| | Councillor Kelleher-Empey will attend a Community Futures meeting and will participate in the organization’s upcoming business walk. |
| | Mayor Ireland will attend a Jasper Yellowhead Museum meeting. |
| | It was noted the upcoming Jasper Park Chamber of Commerce AGM conflicts with Council’s upcoming Strategic Priorities meeting. |
| Upcoming events | Council received a list of upcoming events. |
| Adjournment | MOTION by Mayor Ireland that, there being no further business, the meeting of September 8, 2020 be adjourned at 12:16 pm. |

CARRIED

EPCOR & The Municipality of Jasper

2020 Update Review



AGENDA

Operations

- Staffing
- Safety
- Vacuum Truck Management

Strategic Initiatives

- Biosolids Strategy
- Plant Level Recertification

OPEX/CAPEX Optimization

- Asset Management
- Condition Assessment
- Centrifuge Optimization





OPERATIONS

Staffing

Staffing Compliments

- Level 4 WWT Leadhands
- Certified Operators – Access to 106 EPCOR wide
- Specialized Wastewater Maintenance Support – Access to 353 EPCOR wide

EPCOR COVID Response Team

- Ordering of stock and safety supplies
- Chemical ordering (bulk)
- Revision of Staffing Back-up Plan and Business Continuity Plan



OPERATIONS

Safety

Safety/Security Audit

- No H2S sensor in the basement
- Insufficient PPE used on site
- Unsafe work practices for Preventative Maintenance
- Required improvements to LOTO
- Building fire/smoke detectors required
- Noise Hygiene assessment completed
- Overhead doors – No safety stops

Outcome

- Corrected safety/security audit issues

Next steps

- H2S assessment
- Fall Protection / Confined Space surveys
- Develop recommendations for all the above



OPERATIONS

Vacuum Truck Management

Issue

- Recurring plant upsets (compliance issues)

Solution

- EPCOR reviewed historical trends and plant design specs
- Consultation with Sewage haulers and Parks Canada
- Implemented testing and monitoring Black/Grey water loads
- Now scheduling loads to receiving station

Outcome

- Better biological load balancing and less toxic shock
- Reduced significant amount of overtime
- Reduced AEP violations

Next Steps

- Eliminate solids handling bottleneck to accommodate increased vacuum trucks



STRATEGIC INITIATIVES

Bio-Solids Strategy

Issue

- No market for compost product that is expensive to produce

Solution

- Critical review of current biosolids practices
- Detailed report and evaluation of feasible bio-solids management options
- Recommended short-term and long-term management strategies

Next Steps

- Upgrade dewatering system at WWTP

STRATEGIC INITIATIVES

WWTP Reclassification

Issue

- Limited Level IV Wastewater Treatment Operators
- Hard to find, retain, and expensive

Solution

- Reclassify WWTP to Class III
- Reviewed every unit process
- Benchmarked against other utilities in Alberta
- Detailed technical review
- Developed recommendation letter with updated scoring matrix sent to Regulator

Next Steps

- Meet with Regulators
- Negotiate plant reclassification



OPEX/CAPEX Optimization

Asset Management

Issue

- No asset management plan or process in place

Solution

- Developed asset management plan and implemented asset management process (ongoing)

Outcome

- Minimize lifecycle costs of utility
- Maintain the Asset Register with up-to-date information
- Lead Criticality and Condition analyses, determine maintenance and renewal strategies that feed into Capital Plan

Next Steps

- Continue to maintain and improve the process



OPEX/CAPEX OPTIMIZATION

Condition Assessment Key Findings

- Lab Audit – Equipment end of life cycle
- UV System – 37% no UV intensity/ In constant alarm mode
- Deterioration of instrumentation and electronics due to exposure to weather elements
 - DO system
 - Flow meters
 - UV systems
- Repairs by non-certified trades personnel (plumbing/electrical/control loops)
- Compost unloading auger alignment
- Primary Clarifier Scum Scraper – Install defect
 - Take down and inspect – Warranty
- SCADA Upgrade
- HVAC – No maintenance done
- No Air Flow Balancing – H2S pockets
- MCC/Electrical Panels – Full of dust (major fire hazard)
- DAF – Chain & secondary polymer pump out of service
- Chemical Lines – Plugged
- Odour scrubber dampeners missing and not pulling vacuum (primary/buildings)
- Influent Pumps – New pumps ordered
- Critical Spares – Inadequate



OPEX/CAPEX Optimization

Condition Assessment Key Findings

Outcomes

- Critical equipment back into services within regulatory requirements
- Established an Asset Management process
- Identified end of life assets as part of the asset management process
- Established a Capital Replacement Plan
- Established best industry practice Standard Operating Procedures

OPEX/CAPEX Optimization

Centrifuge Optimization

Issue

- Centrifuge running at 12-13%
- Designed to run at 20-22%

Solution

- Optimization Study over 3 weeks
- Consultation with manufacturer and original commissioning team
- Tweaked every process control parameter (polymer/feed conditions/speed)

Outcome

- Final results 2-3% improvement
- Reduction in handling costs and woodchips required

Next Steps

- Dewatering upgrade required as part of Capital Program



The EPCOR logo is located in the top right corner of the image. It consists of the word "EPCOR" in a white, sans-serif font, followed by a circular icon containing a stylized sun or wave pattern. The logo is set against a dark blue rectangular background.

EPCOR

A large blue square with a white border is positioned on the left side of the image. Inside this square, the words "THANK YOU" are written in a bold, white, sans-serif font, centered horizontally and vertically.

THANK YOU





REQUEST FOR DECISION

| | |
|--------------------------|--|
| Subject: | Seasonal Suspension of Compost Collection |
| Presented by: | Mark Fercho, CAO |
| Prepared by: | John Greathead, Director of Operations |
| Reviewed by: | Laurent Bolduc, Operations Service Manager (Solid Waste and Recycling) |
| Date – Notice: | October 6, 2020 |
| Date – Discussion | September 22, 2020 and October 13 (if required) |
| Date – Decision: | October 20, 2020 |

Recommendation:

- That Council direct Administration to operate the composting program from May to October annually.

Background:

The composting program, and the collection of these materials is not feasible during the winter months.

The materials deposited into the bins are by nature, very wet, and this leads to freezing in the bins. The bear proof design of the compost bins require staff to handle heavy rolling carts from the bin to the truck for emptying, often over frozen and uneven surfaces. This has led to numerous injuries to staff, which in-turn has driven up the Municipality's WCB premiums.

The guiding goal of composting is to reduce weight and therefore reduce costs of landfilling this material. With the minimal amount of material deposited over the winter months, consideration must be given to the increased operating cost of maintaining this program during the winter (often we need to steam out the carts), the risk of injury to staff, and the negligible offset of tipping fees for the compostable material. I cannot call the program a success, or even a viable option during the winter.

Administration is recommending that the bins be removed between 15 October and 01 November each year, and reinstalled between 01-15 May each year. While the bins are removed, this will give staff a chance to perform maintenance and cleaning.

Strategic Relevance:

- Mission – deliver municipal service levels effectively, efficiently and affordably
- Environmental Responsibility – Review municipal operations, services and facilities to identify and integrate, where feasible, best environmental stewardship values and practices

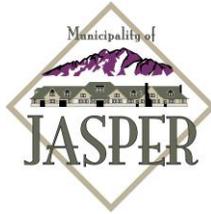


Financial:

- To be determined. Current predictions are that changes would be financially negligible.

Communications:

- Options include placing stickers on the compost bins advising the seasonal restrictions.
- Communicate changes to residents through the municipal website, social media and the utility bill newsletter.



REQUEST FOR DIRECTION

Subject: In Town Paid Parking

From: Mark Fercho, Chief Administrative Officer

Prepared by: Natasha Malenchak, Director of Finance & Administration

Reviewed by: Kayla Byrne, Legislative Services Coordinator

Date – Discussion: July 14, 2020
September 22, 2020

Recommendation:

- That Council consider and discuss the policy and governance implications of paid parking in the Jasper town site;
- That Council indicate to Administration whether more information is required to support this discussion.
- That Council indicate if they would like to implement this in the 2021 budget year or future budget year

Background:

Under Governance and Social Equity, Council's Strategic Priorities include seeking out and pursuing alternate sources of revenue to fund municipal services. Municipalities can collect user fees for services provided, which can offset the amount of property taxes collected annually. Public parking in Jasper isn't free; it is paid for by property owners, and by extension their tenants.

The cost of construction, paving, painting, snow removal, sweeping and maintenance of public parking is currently funded by property taxes. Implementing paid parking downtown and in municipal parking lots would allow the Municipality to charge visitors for a service they use. The size and number of parking lots in town is directly linked to our visitor population, who by large are the main users of the municipal parking infrastructure. Paid parking would allocate expenses more equitably between taxpayers, service users and visitors.

At the July 14th meeting Council indicated to Administration to set up presentations from external groups on paid parking services.

Council received presentations from three (3) external paid parking companies at the August 25th Committee of the whole meeting <https://ab-jasper.civicplus.com/ArchiveCenter/ViewFile/Item/892>.

Policy and governance considerations:

- How residents could maintain free access to parking, either through a residents' pass or parking pass program, to reflect that residents are already contributing to the parking infrastructure through property taxes or rent;
- A residential parking permit program (possibly one or two blocks abutting the Central Business District) to address spillover impacts;

- How fees collected could be used (i.e. offset property tax increases, set reserves higher for aging capital infrastructure, etc.);
- Determining the right mix of parking to meet needs of residents, visitors and workers; and
- Choosing a payment method or system that would be consistent for all paid parking in Jasper.

Additional information:

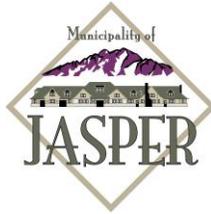
- Jasper currently has unpaid, two-hour on-street parking in the Central Business District (three blocks by two blocks – from Hazel Avenue to Pyramid Lake Road; and from Connaught Drive to Geikie Street). On-street parking in this area includes:
 - 348 passenger vehicle stalls;
 - 14 RV stalls;
 - 3 accessible stalls; and
 - 0 reserved stalls.
- There are eight municipal parking lots (also unpaid), which provide:
 - 347 passenger vehicle stalls;
 - 62 RV stalls;
 - 7 accessible stalls; and
 - 83 reserved stalls.
- Possible parking payment features:
 - Credit card and debit payment; and
 - Smart phone app versus Parking Payment Machines (PPM)

Strategic Relevance:

- Council Mission – Council’s mission is to advance the community’s vision and interests by:
 - Responsibly managing municipal finances and assets (through committed adherence to the municipal Asset Management Plan); and
 - Delivering municipal service levels effectively, efficiently, and affordably.
- Governance and Social Equity – Reinforce openness, transparency, and accountability; accountable and accessible government:
 - Seek out and pursue alternate sources of revenue; and
 - Allocate expenses equitably among and between taxpayers, service users and visitors.
- Economic Health and Fiscal Equity – Focused on sustaining community economic health and vitality, and committed to enhancing equity in fiscal management, Council will:
 - Maintain a commitment to asset management and the Asset Management Plan
 - Pursue equitable allocation of costs between the community and visitors and amount community ratepayers by:
 - Expanding visitor user fees where feasible

Follow Up Actions:

- Administration can research and develop additional information to present on parking options, as directed by Council.



REQUEST FOR DECISION

| | |
|---------------------------|--|
| Subject: | 2021 Budget Process |
| Presented by: | Mark Fercho; Chief Administrative Officer |
| Prepared by: | Natasha Malenchak, Director of Finance & Administration |
| Reviewed by: | Mark Fercho, Chief Administrative Officer Christine Nadon, Legislative Services Manager |
| Date – Discussion: | September 8, September 22, 2020 |
| Date – Notice: | October 6, 2020 |
| Date – Decision: | October 20, 2020 |

Recommendation:

- That council set a ___% or \$ budget increase/decrease from the 2020 budget year for the 2021 operating budget.
- That council determine _____ as the final decision date for the 2021 operating budget.
- Direct Administration to develop a summarized business plan by department, listing each municipal service provided and department level budget to be used as a tool for council/administration discussions to meet the target(s) set by council.

Options:

- Direct Administration to propose a budget to maintain 2019 service levels.
- Set a different decision date.

Background:

Budgets for the past five years have been presented to maintain service levels. Budget presentations have typically been held in late November and are scheduled for early November of this year (as per the Council calendar). Capital budgets are usually approved in December, and operating budgets have typically been approved in March or April of each year. Administration would like to discuss which approach Council would like to use for the 2021 budget process, in support of the budget preparations and to set the stage for budget discussions later this fall. Administration is also recommending a final decision date for the 2021 operating budget to be approved in January or February 2021 at the latest.

An approach based on maintaining prior years service levels has been used in most years, with a budget target or percent increase direction provided by Council after being provided with what Administration presents as a required budget to provide services. Administration is hoping that Council may consider a target dollar amount or percentage increase as the preferred approach for this budget cycle. Being aware of Council's intentions ahead of the process would support Administration in preparing the proposed budget for discussion; ensure a

focused approach; and allow for better allocation of resources for the budget work ahead. The 2021-2025 operating and capital budgets are scheduled to be presented to Council and the public on November 9 and 10, 2020.

Relevant Legislation:

- Policy B-018: Budgets

Strategic Relevance:

- Governance and Social Equity – Reinforcing openness, transparency, and accountability, promoting equity, inclusion and respect in municipal administration and service provision throughout the community
- Organizational Health – Formalize a budget process strategy which may include
 - Annual budget process timelines.
 - Presentation of department business plans outlining levels of service and value for money.
 - Consistency of information between departments.
- Environmental Responsibility - Review municipal operations, services, and facilities to identify and integrate, where feasible, best environmental stewardship values and practices
 - Equity in waste management and water fees; and
 - Review of garbage, sewer, recycling, and composting programs.

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

- Responsibly managing municipal finances and assets; and
- Delivering municipal service levels effectively, efficiently, and affordably.

Municipality of Jasper Mission Statement – To provide open, honest, and accountable government to the residents of Jasper.

Follow Up Actions:

- Administration to work on budget for presentation as directed.

FOLLOW-UP ACTION LIST (FUAL)

Date: _____

| MEETING (Date) / Item / Notes | WHO (lead) | ACTION (to/via) | TARGET (Status) |
|--------------------------------------|-------------------|------------------------|------------------------|
| | | | |