

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
December 11, 2018 | 9:30 a.m.  
Council Chambers, Jasper Library & Cultural Centre

**1. Call to Order** (Deputy Mayor Butler to chair meeting)

**2. Additions to Agenda**

**3. Approval of Agenda**

3.1 December 11, 2018 attachment

**4. Approval of Minutes**

4.1 November 27, 2018 attachment

**5. Presentations**

**6. Director Reports**

6.1 Community and Family Services attachment

**7. Business Arising from Minutes**

**8. Brief Updates**

8.1 Updated Proposed Budget 2019 Summary attachment

8.2 Interim Operating Budget 2019 attachment

8.3 Utility Rates Bylaw 2019 attachment

8.4 2019-2023 Capital Budget attachment

**9. Correspondence for information, consideration or action**

**10. Other new business**

**11. Council representation on various boards, upcoming meetings**

**12. Upcoming Events**

**Dec. 19:** NETMA/Christmas at Home, Robson House, 5-7 pm

**Dec. 21:** Community Christmas Party, Activity Centre, 5:30 pm

**Jan. 22:** Community Conversations, CFS Board Room, 9 am-3 pm

**13. In camera**

13.1 Deliberative Matter: PDAC Appointments – FOIP, S.16

13.2 Land Negotiations – FOIP, S.21

**13. Adjournment**

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

Municipality of Jasper  
**Committee of the Whole Meeting Minutes**  
Tuesday, November 27, 2018 | 9:30 a.m.  
Council Chambers, Jasper Library & Cultural Centre

Present	Mayor Richard Ireland, Deputy Mayor Paul Butler, Councillors Helen Kelleher-Empey, Scott Wilson, Rico Damota, Bert Journault and Jenna McGrath
Also present	Mark Fercho, Chief Administrative Officer Christine Nadon, Legislative Services Manager Kayla Byrne, Legislative Services Coordinator Natasha Malenchak, Director of Finance & Administration Marianne Garrah, Habitat for the Arts Dave Baker, Habitat for the Arts Angie Thom, Director of Library Services Dale Karpluk, Jasper Municipal Library Board Sandy Cox, Jasper Municipal Library Board Herb Robinson, Treasurer of the Jasper Yellowhead Museum & Archives Board Six representatives from the Jasper Yellowhead Museum & Archives Board Paul Schmidt, Jasper Victim Services Coordinator Craig Gilbert, the Fitzhugh
Call to order	Deputy Mayor Butler called the meeting to order at 9:30 am.
Approval of agenda	MOTION by Councillor Kelleher-Empey to approve the agenda for November 27, 2018 as presented. <div>CARRIED</div>
Approval of minutes	MOTION by Councillor Journault to approve the minutes of the November 13, 2018 meeting as presented. <div>CARRIED</div>
Presentations: Jasper Yellowhead Museum & Archives	Council received a presentation from the Museum Board Treasurer, which highlighted the museum's recent successes and challenges. The museum is requesting a municipal grant of \$99,000, an increase of \$50,000 from last year's request. According to Mr. Robinson the additional funding will be used to aid with cataloguing and sponsorship opportunities. It was also noted grant opportunities for museums have decreased. Council inquired if the additional \$50,000 will be a reoccurring ask. The board hopes that this is a one-time ask.
Recess	Deputy Mayor Butler called a recess from 10:15 am to 10:17 am.
Jasper Victim Services	Council received a presentation from the Jasper Victim Services Coordinator, which highlighted the history and services of Jasper Victim Services. The organization is requesting a municipal grant of \$11,838. Mr. Schmidt noted he has met with Parks Canada again this year in attempts to secure funding from the Agency. It was also noted that about 60 per cent of Jasper Victim Services' clients are Jasper residents.
Recess	Deputy Mayor Butler called a recess from 11:07 am to 11:12 am.

Jasper Municipal Library Board	Council received a presentation from Director of Library Services Angie Thom and board members Dale Karpluk and Sandy Cox. The presentation highlighted projects, usage, partnerships, challenges in 2018, and plans for 2019. The library is requesting a municipal grant of \$206,000 – a \$16,000 increase from last year's request. It was noted the increase is due to salary increases and a summer student position. In its revenue forecast the library expects its annual ask of the municipality will continue to increase.
Recess	Deputy Mayor Butler called a recess from 11:44 am to 11:46 am.
Habitat for the Arts	Marianne Garrah and Dave Baker of Habitat for the Arts reiterated their grant request of \$35,000 a year and rent forgiveness for its space in the Jasper Municipal Library and Cultural Centre. Council requested Habitat's budget projections for 2019.
Council representation	Councillor Journault will participate in the Trans-Canada Yellowhead Highway Association's quarterly meeting.  Councillors Wilson and Kelleher-Empey will attend the Community Futures Christmas party and the board's strategic planning session.
In Camera	MOTION by Mayor Ireland that council move in camera at 10:52 am to discuss agenda item 12.1 – Personnel Matter. <span style="float: right;">CARRIED</span>
Revert to Open Meeting	MOTION by Councillor Journault to revert to open meeting at 1:46 pm. <span style="float: right;">CARRIED</span>
Recess	Mayor Ireland called a recess at 1:48 pm.
Budget presentations	Mayor Ireland called the meeting back to order at 6 pm for the scheduled budget presentations.
Present	Mayor Richard Ireland, Deputy Mayor Paul Butler, Councillors Helen Kelleher-Empey, Scott Wilson, Rico Damota and Bert Journault
Absent	Councillor Jenna McGrath
Also present	Mark Fercho, Chief Administrative Officer Christine Nadon, Legislative Services Manager Kayla Byrne, Legislative Services Coordinator Natasha Malenchak, Director of Finance & Administration Kathleen Waxer, Director of Community and Family Services Greg Van Tighem, Director of Protective Services Lisa Daniel, Childcare Services Manager Martha Fleming, Human Resources Manager Michelle Deschene, Administrative Assistant Joe Campbell, IT Coordinator Neil Jones, Licensing and Enforcement Manager Fuchsia Dragon, the Fitzhugh Three observers

Other new business      MOTION by Deputy Mayor Butler to add the following items as other new business:  
5.5 Budget presentation by Natasha Malenchak, Director of Finance and Administration and Mark Fercho, Chief Administrative Officer  
5.6 Budget presentation by Kathleen Waxer, Director Community and Family Services  
5.7 Budget presentation by Greg Van Tighem, Director of Protective Services  
5.8 Budget introductions by Natasha Malenchak, Director of Finance and Administration and Mark Fercho, Chief Administrative Officer  
5.9 Budget presentation by Janet Cooper, Environmental Stewardship Coordinator  
5.10 Budget presentation by Gord Hutton, Acting Director of Operations  
5.11 Budget presentation by Yvonne McNabb, Director of Culture and Recreation

CARRIED

Finance and Administration      The Director of Finance and Administration began the 2019 budget discussions by presenting municipal challenges (which includes the 2.5 million visitors Jasper hosts each year), the importance of asset management, and budget highlights – including proposed budget increases for each department.

Following opening remarks, Mrs. Malenchak presented the Department of Finance and Administration's highlights for 2018 and a forecast for 2019, which includes a proposed budget increase of \$91,780. This proposed increase would go towards an increased transfer to restricted reserves, a request to move part-time hours into a full-time position, and an increase in salaries and benefits as per the workers' compensation board fee increase, CUPE contract, wage grid movement and non-union staff remuneration policy.

Capital requests include new management software, a jointly-funded sustainability plan update with Parks Canada, and an upgrade to Windows 10.

Community and Family Services      The Director of Community and Family Services presented highlights of 2018 and a forecast of 2019, which includes a proposed budget increase of \$45,756. The proposed increase will go towards staffing and salary and benefit increases.

Protective Services      The Director of Protective Services presented highlights of 2018 and a forecast of 2019, which includes a proposed budget increase of \$53,117. The proposed increase will go towards vehicle repairs and maintenance, salary and benefit increases, and to aid with highway responses.

Capital requests include turnout gear, training props and hydraulic tools.

Questions      Ms. Fleming explained that the Municipality is subject to an increase in WCB contributions due to an increase in time-lost claims over the past three years. The Municipality is actively trying to mitigate workplace injuries, with the purchase of two new garbage trucks that will help reduce slips and strains, for example.

Mayor Ireland inquired if the current business licence fee reflects the administrative time associated with the licences. Mrs. Malenchak will have this information at a future meeting.

Resident Charlie Finley inquired about the possibility of curbside waste pick-up or a way to monitor and charge for waste by weight (the more waste you have the more you pay). Mayor Ireland noted he has had discussions with other government representatives regarding an environmental levy.

Mr. Finley also noted the benefits of applying calcium to reduce dust in the alleys; and inquired about the Evergreens Foundation requisition. Deputy Mayor Butler explained that municipal requisitions by Foundation are split between participating communities, and based on assessed property values. While capital projects are funded through those requisitions, the Government of Alberta also contributes directly to the management and operation of other related facilities like the Pine Grove Seniors Manor.

Recess	MOTION by Councillor Journault to recess at 8:50 pm until 6 pm on Wednesday, November 28. CARRIED
Call back to order	Mayor Ireland called the meeting back to order at 6:01 pm on Wednesday, November 28.
Present	Mayor Richard Ireland, Deputy Mayor Paul Butler, Councillors Helen Kelleher-Empey, Scott Wilson, Rico Damota, Bert Journault and Jenna McGrath
Also present	Mark Fercho, Chief Administrative Officer Christine Nadon, Legislative Services Manager Natasha Malenchak, Director of Finance & Administration Michelle Deschene, Administrative Assistant Janet Cooper, Environmental Stewardship Coordinator Gord Hutton, Acting Director of Operations Yvonne McNabb, Director of Culture and Recreation Fuchsia Dragon, the Fitzhugh Two observers
Opening remarks	Mayor Ireland, Mrs. Malenchak and Mr. Fercho presented opening remarks.
Environmental Stewardship	The Environmental Stewardship Coordinator presented highlights of 2018 and a forecast of 2019, which includes increasing the current ½ full-time equivalency (FTE) Environmental Stewardship Coordinator position to a full-time position. External funding from Parks Canada for the position will end on December 31, 2018.
Operations	<p>The Acting Director of Operations presented highlights of 2018 and a forecast of 2019, which includes a proposed budget increase of \$240,105 and an increase of \$502,253 in utility fees. The proposed budget increase will go towards salaries and benefits, grounds, property, the cemetery, maintenance, roads and public works.</p> <p>Capital requests include fleet replacement, S-Block parking, signage, and garbage bin replacement.</p>
Recess	Mayor Ireland called a recess from 7:20 pm to 7:30 pm.

Culture and  
Recreation

The Director Culture and Recreation presented highlights of 2018 and a forecast of 2019, which includes a proposed budget increase of \$155,130. The proposed increase will go towards salaries and benefits, an increase in expenses due to the debenture proposed to be taken over two budget years and other decreases in expenses.

Capital requests include renovations and upgrades to the Activity Centre, Aquatic Centre and Arena.

Questions

With regards to the Environmental Stewardship Coordinator position, Mayor Ireland noted the continuous increase in funding for waste management service provision and communications related to waste diversion, with no decrease in expenses reported to date. Mayor Ireland requested a more defined proposal on the proposed full time staff position description in January.

Deputy Mayor Butler inquired, philosophically, about what the total repayment of a \$13 million dollar debenture would look like when amortized over 25 years. Mrs. Malenchak can provide that figure at a future meeting.

Councillor Journault inquired about the large increase in expenses in the Culture and Recreation department operating budget over the next five years, in relation to the small increase in revenue for the same period. Mr. Fercho explained that the debentures proposed for 2019 and 2020 account for the increase in expenses, while facility closures during the renovations will have a direct impact on revenues for the same period. The proposed upgrades would refurbish existing facilities as opposed to creating new ones, which means no new revenue sources will be created.

In response to an inquiry from Councillor Damota, Mrs. McNabb indicated that the curling rink operating budget is not separated from the arena budget, which makes it difficult to quantify the cost of operating the curling facility. Utilities are calculated separately, however. Mrs. McNabb will provide details on whether the \$83,000 for a dehumidifier in the curling rink includes installation costs or not.

Council requested a prioritized list of capital requests, ranking the most critical requests at the top of the list.

Council asked Administration to better define the term “reallocation” and provide clearer linkages between what wages are reallocated where, in reference to the reallocation of maintenance wages for each department.

Mayor Ireland inquired if there is any way to track efficiencies to help offset operational expenses.

Adjournment

MOTION by Councillor Damota that the meeting be adjourned at 9:26 pm.



## 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**

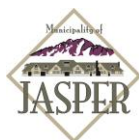
- Started a magazine fundraiser to raise funds for additional programming at both Wildflowers and OOSC.
- Planning AGM for Nov. 20.

### **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)

<b>Municipal Service Provision</b>	<b>\$199,939 (2.6%)</b> <b>\$251,302 (3.3%) *incl. WCB</b>
<b>Operations</b>	Fleet, Roads & Sidewalks (Snow Removal, Traffic Signs) Building Maintenance, Grounds, Cemetery, Environmental Stewardship
<b>Culture and Recreation</b>	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
<b>Protective Services</b>	Fire Department, Bylaw Department (business Licensing, bylaw education and enforcement), Emergency Management
<b>Administration and Council</b>	Budget, Taxes, Assessments, Council, Legislative Services, HR, Accounts Payable and Receivable, Utility Invoicing, Payroll, Audits and Reporting, IT Services
<b>Community and Family Services</b>	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.
<b>Land Rent, Use and Planning</b>	Mandatory federal payment for land rent, use and planning
<b>Other</b>	General Capital, Jasper Housing Corporation, Museum
<b>*Workers Compensation Board Premium Increase (mandatory)</b>	<b>\$51,363 (0.67%)</b>
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%)
<b><u>Total Internal Requests</u></b>	<b><u>\$380,360 (4.99%)</u></b>
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%)
<b><u>Total External Requests</u></b>	<b><u>\$119,200 (1.57%)</u></b>



## 2019 Rate Funded Utility Services

<b>Municipal Utility Service Provision</b>	<b>\$7,472 (0.2%)</b> <b>\$16,109 (0.4%) *incl. WCB</b>
<b>Operation Utilities</b>	(including salary and benefit grid step increase, contract % increase and CPI policy % increase)
<b>Water</b>	Treatment, distribution/supply, repair, renew, contracted services, billing
<b>Sewer</b>	Treatment, transportation, repair, renew, contracted service, billing
<b>Garbage</b>	Collection, transportation, repair and renew
<b>Recycling</b>	Collection, transportation, repair and renew, reduce landfill impact)
<b>*WCB increased premiums (mandatory)</b>	<b>\$8,637 (0.2%)</b>
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%)
<b>Total 2019 Bylaw Requests</b>	<b>\$379,103 (9.2%)</b>
<b>Local Improvement Levy (RFD in 2019)</b>	<b>\$123,150 (affected users only)</b>



## REQUEST FOR DECISION

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

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### 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

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### 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

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

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### **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 incurring the community in a large debt 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
<b>Culture and Recreation</b>			
<i>Ice Plant/Condenser</i>	Construction phase of <i>ICE PLANT &amp; 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 &amp; 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
	Curling Rink Slab and Brine Lines (2018 approved dehumidifier \$28,840 on hold with this item)		300k CFEP
<i>Curling Rink</i>		600,000	300k Debenture
<b>Sub-total Recreation</b>		<b>5,420,770</b>	
<b>Protective Services:</b>	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
<b>Sub-total Protective Services</b>		<b>423,000</b>	
<b>Operations</b>			
<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
<b>Sub-total Operations</b>		<b>2,190,000</b>	
<b>Utilities:</b>			
<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 &amp; Recycling</i>	Garbage Bin Replacement Program	60,000	MSIC
<b>Sub-total Utilities</b>		<b>3,610,000</b>	
<b>Administration:</b>	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
<b>Sub-total Administration</b>		<b>332,500</b>	
<b>Total</b>		<b>11,976,270</b>	
	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

Arena	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
Activity Centre	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
Pool	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
	<b>Contingency</b>	<b>500,000</b>	Debenture
<b>Sub-total Culture and Recreation</b>		<b>5,443,460</b>	Debenture
<b>Protective Services:</b>			
	Rescue Vehicle (Phase 2)	475,000	
	Turnout Gear	16,000	
	Training Room Reno	30,000	
<b>Sub-total Protective Services</b>		<b>521,000</b>	
<b>Operations:</b>			
AMA Building	Demo & Rehab	50,000	
	Fleet Replacement Program	250,000	
	Memorial bench replacements @ 10 per year (backlog)	15,000	
<b>Sub-total Operations</b>		<b>315,000</b>	
Roads/Grounds	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	
<b>Sub-total Roads/Grounds</b>		<b>400,000</b>	
<b>Utilities:</b>			
Water	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	
Sewer	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	
Garbage & Recycling	Garbage Bin Replacement	60,000	
<b>Sub-total Utilities</b>		<b>1,240,000</b>	
<b>Administration:</b>			
	Computer Upgrades	5,000	
	Upgrade wiring (phase 1)	5,000	
	Management Software (year 2)	20,000	
<b>Sub-total Administration</b>		<b>30,000</b>	
		7,949,460	
<b>Restricted Reserves or Funding</b>		<b>2,506,000</b>	
<b>Debenture C&amp;R (25 years at 3.432%)</b>		<b>5,443,460</b>	

NEW PROPOSED 2021 CAPITAL		
Department	Project	Budget
<b>Recreation:</b>		
<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
<b>Sub-total Recreation</b>		<b>2,471,040</b>
<b>Protective Services:</b>		
	Building Upgrades	30,000
	Turnout gear	16,000
	AED's	10,000
	Hose	5,000
<b>Sub-total Protective Services</b>		<b>61,000</b>
<b>Operations:</b>		
	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
<b>Sub-total Operations</b>		<b>1,705,000</b>
<b>Utilities:</b>		
<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 &amp; Recycling</i>	Garbage Bin Replacement Program	60,000
	New Baler for Recycling Bay	400,000
<b>Sub-total Utilities</b>		<b>4,750,000</b>
<b>Administration:</b>		
	Computer Upgrades	5,000
	Management Software	20,000
	Server	35,000
	Upgrade wiring (Phase 2)	5,000
<b>Sub-total Administration</b>		<b>65,002</b>
		<b>9,052,042</b>
<b>Restricted Reserves or Funding</b>		<b>3,481,002</b>
Debenture C&R		2,471,040
Debenture WWTP		3,100,000



PROPOSED 2022 CAPITAL		
Department	Project	Budget
<b>Recreation:</b>		
<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
<b>Sub-total Recreation</b>		<b>97,500</b>
<b>Protective Services:</b>		
	Turnout Gear	16,000
	Rope Gear	5,000
<i>Bylaw</i>	Command 1 (fleet)	75,000
<b>Sub-total Protective Services</b>		<b>96,000</b>
<b>Operations:</b>		
<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
<b>Sub-total Operations</b>		<b>415,000</b>
<b>Utilities:</b>		
<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 &amp; Recycling</i>	Garbage Bin Replacement Program	60,000
<b>Sub-total Utilities</b>		<b>740,000</b>
<b>Administration:</b>		
	Server	35,000
<b>Sub-total Administration</b>		<b>35,000</b>
<b>Total</b>	<b>Restricted Reserves or Funding</b>	<b>1,383,500</b>

PROPOSED 2023 CAPITAL		
Department	Project	Budget
<b>Recreation:</b>		
<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
<b>Sub-total Recreation</b>		<b>77,000</b>
<b>Protective Services:</b>		
	Turn Out Gear	16,000
	Training Props	8,000
	Hydraulic Tools	12,000
	Dressing Room Wall Recoated	750,000
<i>Bylaw</i>		
<b>Sub-total Protective Services</b>		<b>786,000</b>
<b>Operations:</b>		
<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
<b>Sub-total Operations</b>		<b>365,000</b>
<b>Utilities:</b>		
<i>Water</i>	Fleet Replacement Program	250,000
<i>Sewer</i>		
	Bio-Solids Disposal	50,000
	Lateral Downsize Repairs	100,000
<i>Garbage &amp; Recycling</i>		
<b>Sub-total Utilities</b>		<b>400,000</b>
<b>Administration:</b>		
	Server	35,000
<b>Sub-total Administration</b>		<b>35,000</b>
<b>Total</b>	<b>Restricted Reserves or Funding</b>	<b>1,663,000</b>