

PERFORMANCE REPORT

2015

Town of Canmore

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

EPCOR



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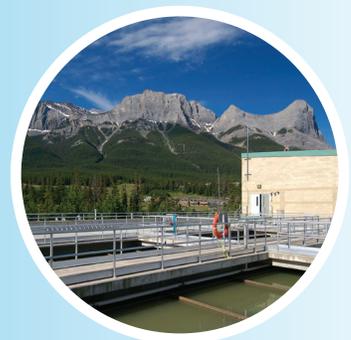
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OUR HISTORY IN CANMORE

EPCOR has been providing clean drinking water and wastewater service for more than one hundred years. We serve more than one million people in 85 communities and industrial sites across Western Canada and the United States. In 2015, EPCOR managed water and/or wastewater operations in the Bow River Basin (Canmore and the Evan-Thomas Valley), which has provided us with a unique perspective of the area.

Our partnership with the Town of Canmore has been in place since 2000. Our services to the town in those sixteen years have included water and wastewater treatment, water distribution, wastewater collection, storm drainage, meter reading, customer billing and account management. We have a fixed-price, performance-based utility management agreement with the Town to continue providing services until 2020. The Town sets utility rates and retains ownership of all the waterworks-related assets on behalf of the citizens of Canmore.

MEASURING SUCCESS

We work in partnership with the Town to ensure our performance meets the consistently high standards that Canmore residents expect. This report is part of our commitment to accountability and transparency.

In each community where we have water and wastewater contracts, we are accountable to deliver service that meets key measures for Environment, Customer Care, Safety, Quality Assurance, Operational Excellence and Capital Programs.

In Canmore, these measures are set in cooperation with the Town of Canmore and provincial regulators. A capital program and operations budget is also approved annually by Town Council. In early 2015, EPCOR Canmore and the Town updated the performance metrics for the 2015 – 2020 contract.

EPCOR & THE ENVIRONMENT

The health of our water supply affects us today and tomorrow. That's why EPCOR goes above and beyond to protect the environment while ensuring future generations have access to clean, safe water. EPCOR has initiated many programs to ensure the safety of the environment. These programs are part of how we operate.

Our Environmental Performance Plan for the Canmore Wastewater Treatment Plant establishes the desired environmental outcomes and strategies for land, air and water. Many of these activities are preventative management best practices.

We are focused on watershed protection in the Bow River Valley and our staff will continue to work with our partners on the development and coordination of river water quality sampling programs.

EPCOR monitors our activities in relation to the environment and reports on any releases and contraventions, our proactive activities and regulatory reporting. We complete more than 2,000 tests annually on the wastewater effluent from the plant.





WATER QUALITY

Albertans have standards regarding safe drinking water. These are crucial for day-to-day living and our employees work to ensure that your drinking water is safe, clean and great tasting.

The Guidelines for Canadian Drinking Water Quality, established by Health Canada, set the maximum acceptable concentrations of microbial, radiological and chemical contaminants found in water. They have also addressed the aesthetic water quality issues around color and taste. These guidelines are the basis for the work we do to ensure the best quality drinking water for the community. Our operations employees in Canmore conduct ongoing water quality tests in compliance with Alberta Environment and Parks' (AEP) Approval to Operate requirements. Employees monitor 75 water quality parameters and conduct more than 5,000 water quality tests each year.



OUR PEOPLE

Making sure our employees and contractors get home safely after work is a priority. In fact our staff and contractors in Canmore haven't had a single lost time incident since the Safety Index was introduced in 2006. These positive results stem from our continual emphasis on safety training for existing staff, new employees and contractors.

The safety index shows each employee received 31.7 hours of training on various topics - Electric Arc-Flash, Mentally Active Driving, Load Securement, WHMIS and Gas Testing, just to name a few. It also notes that there were 412 preventative activities carried out, including regular site safety inspections, safe work plans and hazardous energy isolation permits.

Continuous training is a sign of our commitment to the safety of both staff and public. In 2016, EPCOR's Canmore staff will participate in more than 20 hours of safety training on a variety of important topics.

Our employees are the heart of our operations in Canmore. We are committed to providing them with opportunities to extend their learning in water and wastewater management and to seek certification through Alberta Environment and Parks. This year three of our operators upgraded their AEP certification by one level

To ensure ongoing operational excellence EPCOR works with each of our operators to maintain or expand upon their current level of certification. In fact, nine of 10 operators are certified by AEP. In October 2014 the wastewater collection system in Canmore required Level III certification, a requirement for which we have prepared our staff and resourced skills accordingly. One of our operators obtained his Level III wastewater collection certification in May 2015. We also continue to cross-train operators to provide them the experience necessary to increase their certification levels in all four disciplines – water treatment, distribution, wastewater treatment and collection.



COMMUNITY

Our customers are the reason we work in our community and this drives us to achieve the highest customer standards possible. We understand the importance our customers place on reliable water and wastewater services, therefore, we are available around-the-clock for emergencies. EPCOR responded to and resolved 13 outages in the Town of Canmore in 2015.

EPCOR Canmore restored all water and wastewater outages within 24 hours.

EPCOR supports the communities where we work through initiatives that enhance the community's quality of life. This includes our EPCOR Community Essentials Council (ECEC) and our Helping Hands grant program that supports community service organizations for which staff volunteer. Our efforts in Canmore,

through donations and volunteering, help create stronger communities and healthy families. The community activities we were involved in throughout the year included the Canmore and Area Health Care Foundation Annual Golf Tournament, the Canmore Folk Music Festival and a Canmore Eagles Hockey Game.

Our focus in 2016 will be on educating the community about Fats, Oils and Grease in commercial kitchens. We will also be developing a Wastewater Treatment Education Presentation designed for students. We will continue to share information with our customers about a variety of topics; including efficiency and energy guides, tips, calculators and tools to help around the home at epcor.com.



FACILITIES

Maintenance Program

The maintenance program is a critical component in delivering operational excellence. Regular maintenance, evaluations and improvements are ways in which we proactively manage all infrastructure. Using key performance indicators, the Quality/Efficiency Index shows how we performed on our preventative maintenance (PM) and corrective maintenance (CM) activities.

Capital Project Highlights

In addition to a comprehensive maintenance program, EPCOR continues to implement a capital improvement program in Canmore. Using the objectives of asset end of life replacement as well as system improvements we ensure the Canmore water and wastewater utility is at the forefront of best industry practices. Capital program initiatives vary from items highlighted through the maintenance program to ideas identified by process subject matter experts within EPCOR to continually improve the operation.



CAPITAL PROJECTS WATER

2015 PROJECTS

- Pumphouse #1 – Upgrades were completed and the regulatory water licence was granted by AEP under the Water Act for the new and deeper groundwater well (Well 1A) at Pumphouse #1.
- Pumphouse #2 – The preliminary design for an upgraded clear well / reservoir at Pumphouse #2 was completed.
- 320 water meters were changed to Automated Meter Reading technology to ensure more accurate readings for our customers as well as eliminate the need to access private property. A random sample set of replaced meters was tested for accuracy with 68% of them (13 of 19) determined to be reading inaccurately, the majority underestimating the flow. In addition, a new meter reading instrument was purchased and put into service.
- A new pick-up truck was purchased to replace one that was at the end of its useful life.

2016 PROJECTS

- The Water Utility Master Plan will be completed by a third-party engineering consultant.
- Construction of the new clear well at Pumphouse #2 will continue with projected completion in the middle of 2016. This clear well will improve operation of the pumphouse as well as increase storage capacity of treated water for the distribution system.
- Water Meter Replacement Program continues, with residential and commercial meters scheduled for replacement.



CAPITAL PROJECTS WASTEWATER

2015 PROJECTS

- The upgrades to Sanitary Lift Station #1 to reduce operational and environmental issues were completed.
- Upgrades to Sanitary Lift Station #4 to address efficiency and end-of-life issues were started.
- The treatment plant influent pump station upgrades were completed. These new pumps will reduce operational issues related to continually clogging pumps, as well as improve the capacity of the lift station.
- The back-up power system for the WWTP was assessed and upgrades recommended to be implemented in 2016.
- The Dewatering System (biosolids) Upgrade design was initiated. Alternative technologies have been assessed and construction is anticipated in 2018. This equipment will improve the dewatering capability of the facility and permit end of life replacements.
- Construction of the Dissolved Air Flotation, solids stream removal system at the WWTP was initiated. This system will alleviate the solids overloading of the plant and improve the treated water quality.
- Many sections of the sanitary sewer system pipes and manholes were surveyed (CCTV camera) and repaired to reduce water infiltration and inflow.

2016 PROJECTS

- The Wastewater Utility Master Plan will be completed by a third-party engineering consultant.
- Side stream solids handling project (DAF) will continue with projected completion the middle of 2016.
- Upgrades to Sanitary Lift Station #4, including mechanical, electrical, controls and roof replacement will be completed by the middle of 2016.
- Design of the Dewatering System Upgrades will continue with the intent to complete construction in 2018.
- Upgrades to the back-up power system at the WWTP will be completed to tie critical equipment onto the back-up power system.
- The main programmable logic controller (PLC) in the WWTP that controls the front end of the plant will be replaced as the current equipment has reached the end of its useful life.
- Sanitary Sewer inspections and repairs will continue with the intent to reduce the volume of inflow and infiltration from groundwater and rainwater runoff that enters the sanitary sewer system.

Customer Satisfaction Index

Activity	Actual Values							Target
	2009	2010	2011	2012	2013	2014	2015	
% of Service Outages restored in <24 Hours	100%	100%	100%	100%	91%	94%	100%	90%
Customer Satisfaction Survey	91%	N/A	99%	N/A	N/A	94%	N/A	85%
Community Events	12	7	7	2	8	8	13	9
Completion of Reporting and/or Internal Communication Targets	100%	100%	100%	100%	100%	100%	100%	100%

Quality/Efficiency Index

Activity	Actual Values						Target Value
	2010	2011	2012	2013	2014	2015	
Corrective Asset Maintenance	New index measure				98%	87.7%	100%
Preventative Asset Maintenance	New index measure				98%	99.5%	100%
Contract Reports		100%	100%	100%	94%	94%	100%
Natural Gas Consumption	Below	Below	Below	Below	Below	Below	Below Thresholds
Power Consumption	Below	Below	Below	Below	Below	Below	Below Thresholds

Safety Index

Activity	Actual Values							Target Value
	2009	2010	2011	2012	2013	2014	2015	
Training	21.5	41.5	35	26	25.6	23.5	31.7	32
Prevention	83	104	164	233	439	515	412	290
Meetings	12	12	12	12	12	12	12	12
Lost Time Incidents	0	0	0	0	0	0	0	0

Environmental Index

Activity	Actual Values							Target Value
	2009	2010	2011	2012	2013	2014	2015	
Releases	0	2	5	3	4	0	0	9
Contraventions*	3	4	4	9	14	7	7	6
Proactive Activities	0	12	23	70	25	11	10	9
Regulatory Reporting	100%	100%	100%	100%	100%	100%	100%	100%

*2015 Contraventions:

- One contravention was due to treated wastewater not meeting the AEP limit for fecal coliforms for a month.
- One contravention was due to a random distribution system bacteriological sample returning a non-absent value. The issue was determined to be localized to one business which ultimately resulted in a short term boil water order for the particular business.
- One contravention was due to water released from Pumphouse 1 to the distribution system with free chlorine levels less than the minimum permitted concentration of 0.5 mg/L.
- Two contraventions were due to data loss at the potable water pumphouses – unable to continually monitor parameters

such as free chlorine residual and turbidity. On both of these occasions, the pumphouses were running well, but the collected data was lost due to computer issues.

- One contravention was due to the influent composite sampler at the WWTP failing to collect samples for a few hours and therefore the sample volume was not a true representation of the 24 hour period.
- One contravention was due to pumping from one of the groundwater wells which has a licence restricted by instream objectives in the Bow River. The River flow rate was below the permitted objective when water was pumped.



EPCOR Canmore

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