

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
December 13, 2022 | 9:30 am  
Jasper Library & Cultural Centre – Quorum Room

**Notice:** Council members and a limited number of staff are in Council chambers for meetings. Members of the public can attend meetings in person; view meetings through the Zoom livestream; or view archived Council meetings on YouTube at any time. To live-stream this meeting starting at 9:30 am, use the following Zoom link: <https://us02web.zoom.us/j/87657457538>

**1. Call to order** Deputy Mayor Hall to chair meeting

**2. Additions to agenda**

**3. Approval of agenda**

3.1 December 13, 2022 Committee of the Whole agenda attachment

**4. November 22, 2022 Committee of the Whole minutes** attachment

4.1 Business arising from minutes

**5. Delegations**

5.1 Tourism Jasper – James Jackson attachment

5.2 Community-University Partnership - School of Public Health, University of Alberta – Director Karen Edwards

**6. Correspondence**

6.1 Office of the Minister – Public Safety & Emergency Services attachment

6.2 Jasper Employment & Education Centre attachment

**7. New business**

7.1 Early Learning Childcare Strategy attachment

7.2 Community Conversations Annual Report attachment

7.3 Community Conversations Policy Review attachment

7.4 Director's Report – Finance & Administration attachment

7.5 Reserves Policy attachment

7.6 Clean Energy Improvement Program attachment

7.7 Regional All Hazards Incident Management Team Agreement attachment

7.8 Commercial Use of Public Space – Patio Seating attachment

**8. Motion Action List** attachment

**9. Councillor upcoming meetings**

[9.1 Council appointments to boards and committees](#)

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
December 13, 2022 | 9:30 am  
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**10. Upcoming events**

Jasper Park Chamber of Commerce 'Christmas at Home' – December 14, Robson House, 4-7pm  
Community Holiday Party – December 16, Jasper Activity Centre, 5:30pm

**11. Closed Session**

11.1 Personnel matter: CAO performance feedback – FOIP, S. 17(4)(f)

**12. Adjournment**

Municipality of Jasper  
**Committee of the Whole Meeting Minutes**  
 Tuesday, November 22, 2022 | 9:30am  
 Jasper Library and Cultural Centre, Quorum Room

Virtual viewing and participation	Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through Zoom livestreaming and in person attendance.		
Present	Deputy Mayor Wendy Hall, Councillors Scott Wilson, Ralph Melnyk, Helen Kelleher-Empey and Kathleen Waxer		
Absent	Mayor Richard Ireland and Councillor Rico Damota		
Also present	Christine Nadon, Director of Protective & Legislative Services Christopher Read, Director of Community Development Faraz Khan, Municipal Energy Manager Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator Bob Covey, The Jasper Local Peter Shokeir, The Fitzhugh Albert Frootman, Localis Planning 4 observers		
Call to Order	Deputy Mayor Hall called the November 22, 2022 Committee of the Whole meeting to order at 9:30am and began with a <a href="#">Traditional Land Acknowledgement</a> .		
Additions to the agenda	none		
Approval of agenda #532/22	MOTION by Councillor Waxer that Committee approve the agenda for the November 22, 2022 Committee of the Whole meeting as presented.		
	FOR 5 Councillors	AGAINST 0 Councillor	CARRIED
Business arising	none		
Delegations	none		
Correspondence – RCMP Quarterly Report #533/22	MOTION by Councillor Kelleher-Empey that Committee receive the RCMP Quarterly report for information.		
	FOR 5 Councillors	AGAINST 0 Councillor	CARRIED
Planning & Development Feasibility Report	Council received a Planning & Feasibility Report from Administration with Albert Frootman of Localis Planning in attendance to review the document and answer questions. The report provides an assessment of what is likely to be involved in the		

#534/22	<p>Municipality taking over land use, planning and development functions from Parks Canada with a specific focus on organizational change and budget implications.</p> <p>MOTION by Councillor Waxer that Committee receive the Planning &amp; Feasibility Report for information.</p> <p>FOR 5 Councillors                      AGAINST 0 Councillor</p> <p>CARRIED</p>
<p>Director's Report – Community Development</p> <p>#535/22</p>	<p>Director of Community Development, Christopher Read, presented a director's report highlighting the work done in the department over the past few months.</p> <p>MOTION by Councillor Kelleher-Empey that Committee receive the Community Development Director's Report for information.</p> <p>FOR 5 Councillors                      AGAINST 0 Councillor</p> <p>CARRIED</p>
<p>Energy Benchmark Report</p> <p>#536/22</p>	<p>Municipal Energy Manager Faraz Khan presented the Energy Benchmark Report to Committee for their consideration. Highlights include a comparison of the Municipality of Jasper's building energy performance against regional and national databases and the identification of the facilities with the greatest opportunity for energy and cost savings.</p> <p>MOTION by Councillor Melnyk that Committee receive the Energy Benchmark Report for information.</p> <p>FOR 5 Councillors                      AGAINST 0 Councillor</p> <p>CARRIED</p>
<p>Motion Action List</p> <p>#537/22</p>	<p>Administration reviewed the Motion Action List.</p> <p>MOTION by Councillor Kelleher-Empey that Committee approve the updated Motion Action List.</p> <p>FOR 5 Councillors                      AGAINST 0 Councillors</p> <p>CARRIED</p>
Councillor reports	<p>Councillor Kelleher-Empey attended an Evergreens Foundation last Thursday and a TransCanada Yellowhead Highway Association meeting on Friday. She will also be attending the first meeting for the Rural Renewal Initiative Stream Stakeholder Committee this upcoming Friday.</p> <p>Councillor Hall attended the School Age Community Conversation two weeks ago and shared some of the topics discussed.</p>
Upcoming Events	Council reviewed a list of upcoming events.



Adjournment  
#538/22

MOTION by Councillor Kelleher-Empey that, there being no further business, the Committee of the Whole meeting of November 22, 2022 be adjourned at 10:47am.

FOR

5 Councillors

AGAINST

0 Councillors

CARRIED

# MUNICIPALITY OF JASPER

COUNCIL UPDATE  
December 13, 2022



TOURISM  
**JASPER**



# WHY WE'RE HERE TODAY.

How can we work together to create high quality visitor experiences, positive business and social outcomes—translating into high customer lifetime value?

- 1. Tourism Jasper Refresh**
- 2. 2022 Performance**
- 3. 2023 Forecast**
- 4. Major Initiatives**





## OUR PURPOSE

*Inspire people to visit Jasper*

## OUR VISION

*Be a global leader in destination marketing and management, positioning Jasper as THE premier mountain destination.*

## OUR MANDATE

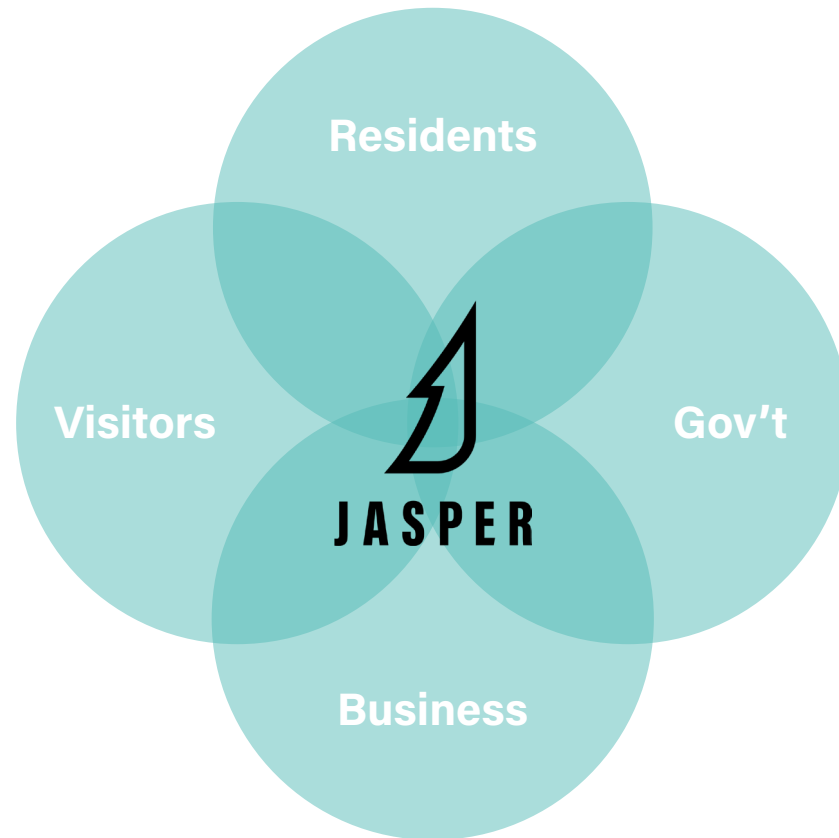
*Drive visitation to Jasper for the benefit of our Shareholders.*



A wide-angle photograph of a golf course during the 'blue hour' of sunset. The foreground shows a lush green fairway with a sand trap on the left and two small figures of people in the distance. A dense line of evergreen trees separates the course from the background. In the far distance, a massive, rugged mountain range with snow-dusted peaks stretches across the horizon under a sky filled with soft, colorful clouds. The overall mood is serene and majestic.

# **ECONOMIC AND SOCIAL PROSPERITY FOR THE DESTINATION**

# MUTUALLY BENEFICIAL VISITOR ECONOMY






# ONE COMMUNITY ONE DESTINATION





A group of people are standing in a dark, narrow cave. The floor is covered in a layer of snow. The cave walls are dark and rocky. A bright light is visible at the end of the cave, where the people are standing. The overall atmosphere is mysterious and adventurous.

Tourism Jasper's

# **STRATEGIC PLAN VENTURE BEYOND 2027**



# SIX-YEAR STRATEGIC PLAN

A high-level map for the coming demi-decade, Tourism Jasper's six-year strategic plan guides all our activity. It is built with four priorities in mind, each having three objectives and corresponding desired outcomes.



## GROW REVENUES

- Defend peak season demand
- Grow winter demand
- Grow total revenues



## STRENGTHEN THE BRAND

- Generate awareness
- Develop consideration
- Create advocates



## EARN COMMUNITY TRUST

- Create shareholder value
- Facilitate destination stewardship
- Invest in the community



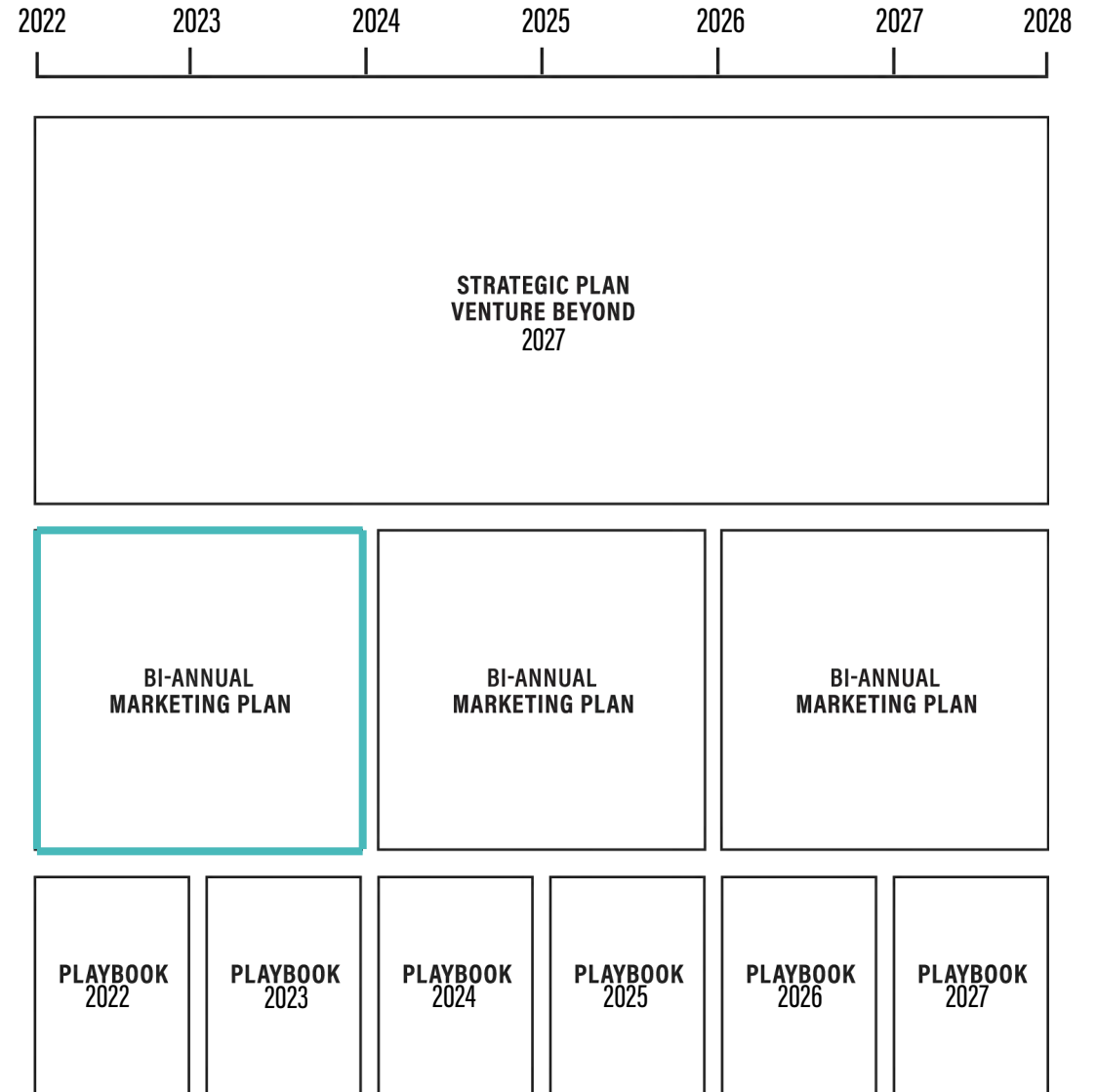
## ELEVATE THE DESTINATION

- Develop quality product and access
- Facilitate a positive visitor experience
- Build a world class team

# STRATEGIC FRAMEWORK

It is important to understand how this Strategy Plan, Marketing Plan, and Playbook fit together.

Structurally, Tourism Jasper's six-year Strategic Plan is comprised of three Two-Year Marketing Plans (research-based marketing plans), and annual Business Playbooks (tactical budget-based plans).



THE GOAL

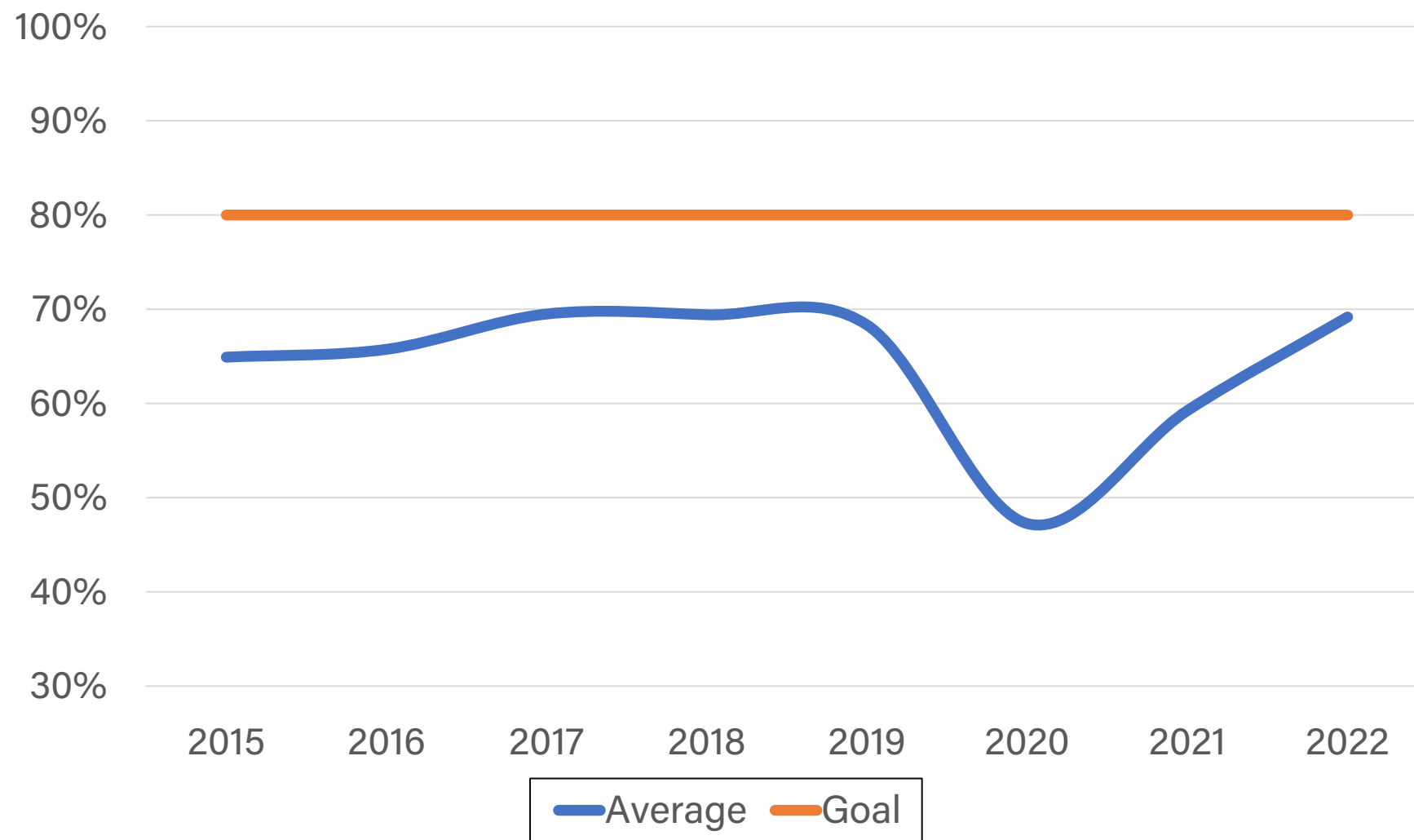
80%

ANNUAL  
OCCUPANCY



# OCCUPANCY

2015 - 2022

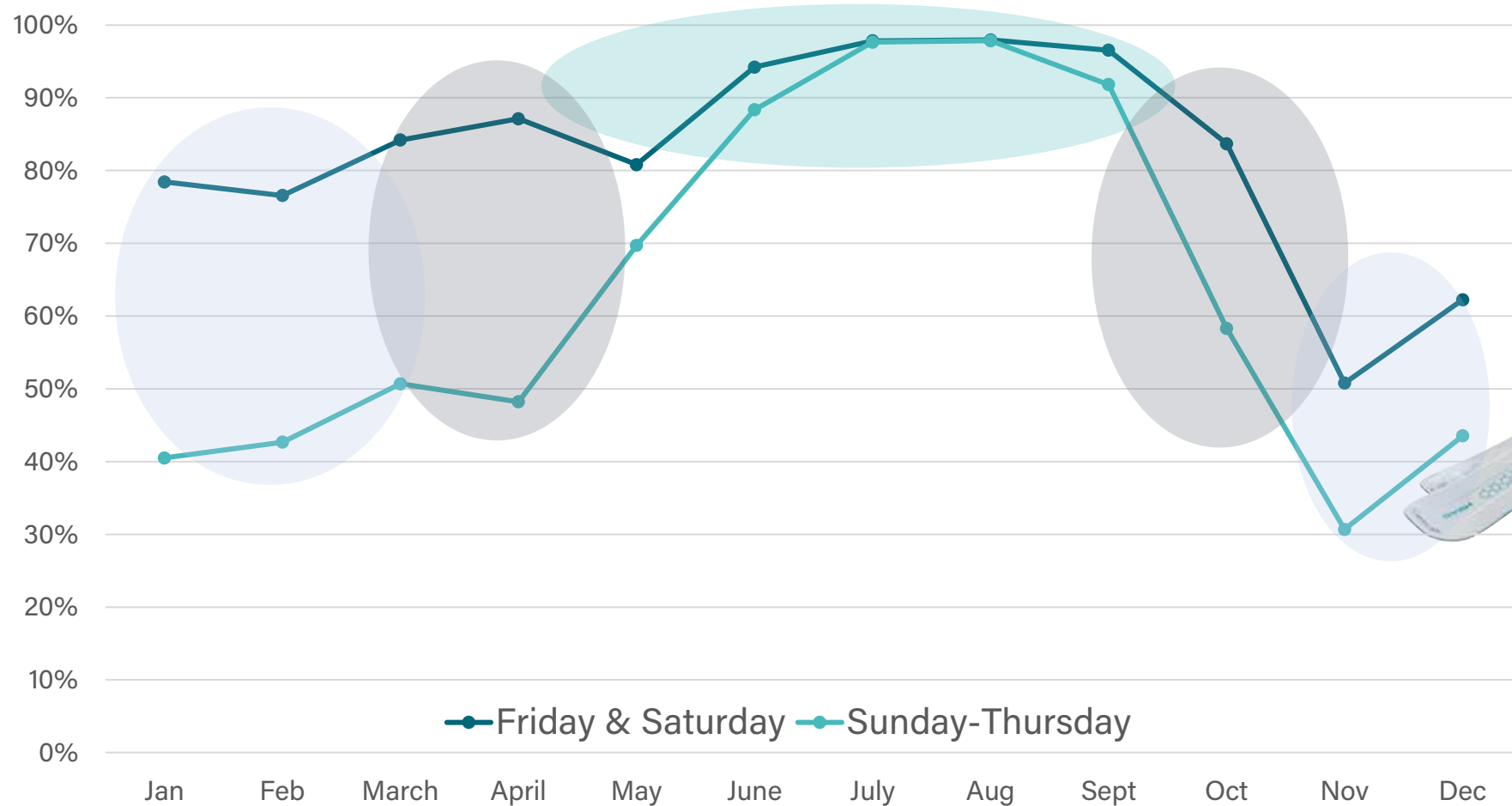




# GETTING TO 80%

WEEKEND | MID-WEEK OCCUPANCY

- 1. Defend Peak
- 2. Grow Shoulder
- 3. Grow Mid-Week Winter



# QUANTIFYING OUR GOAL OF 80%



**+91,134**

Room nights by 2026



**+18,227**

Room nights/year



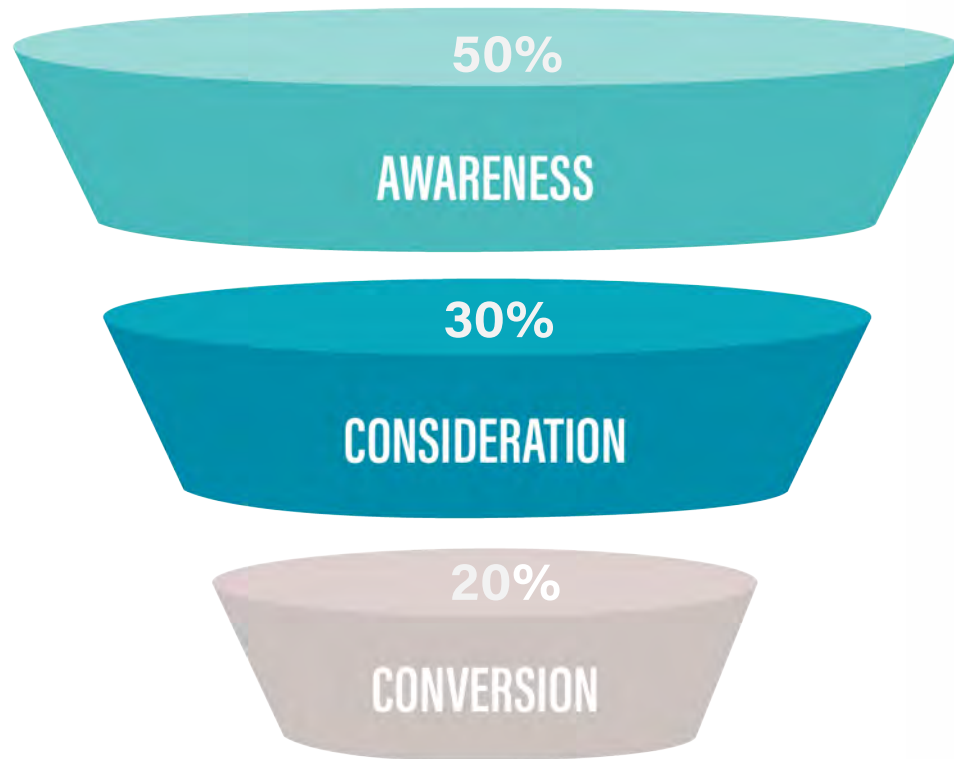
**+140 Rooms/Night**

Mid-week from November-April





# GENERATE DEMAND FOR THE JASPER EXPERIENCE





# 2022 PERFORMANCE REVIEW

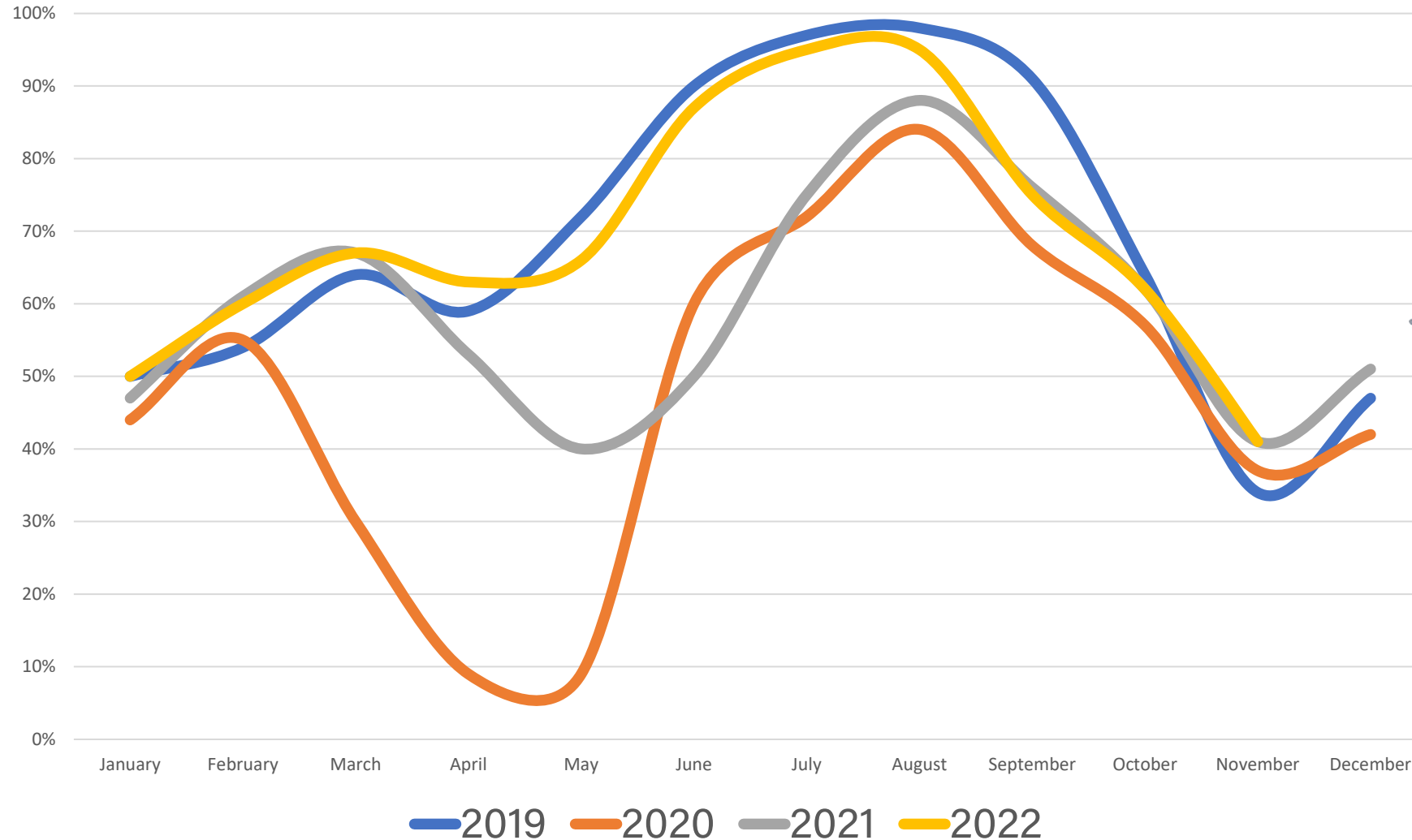




# OCCUPANCY

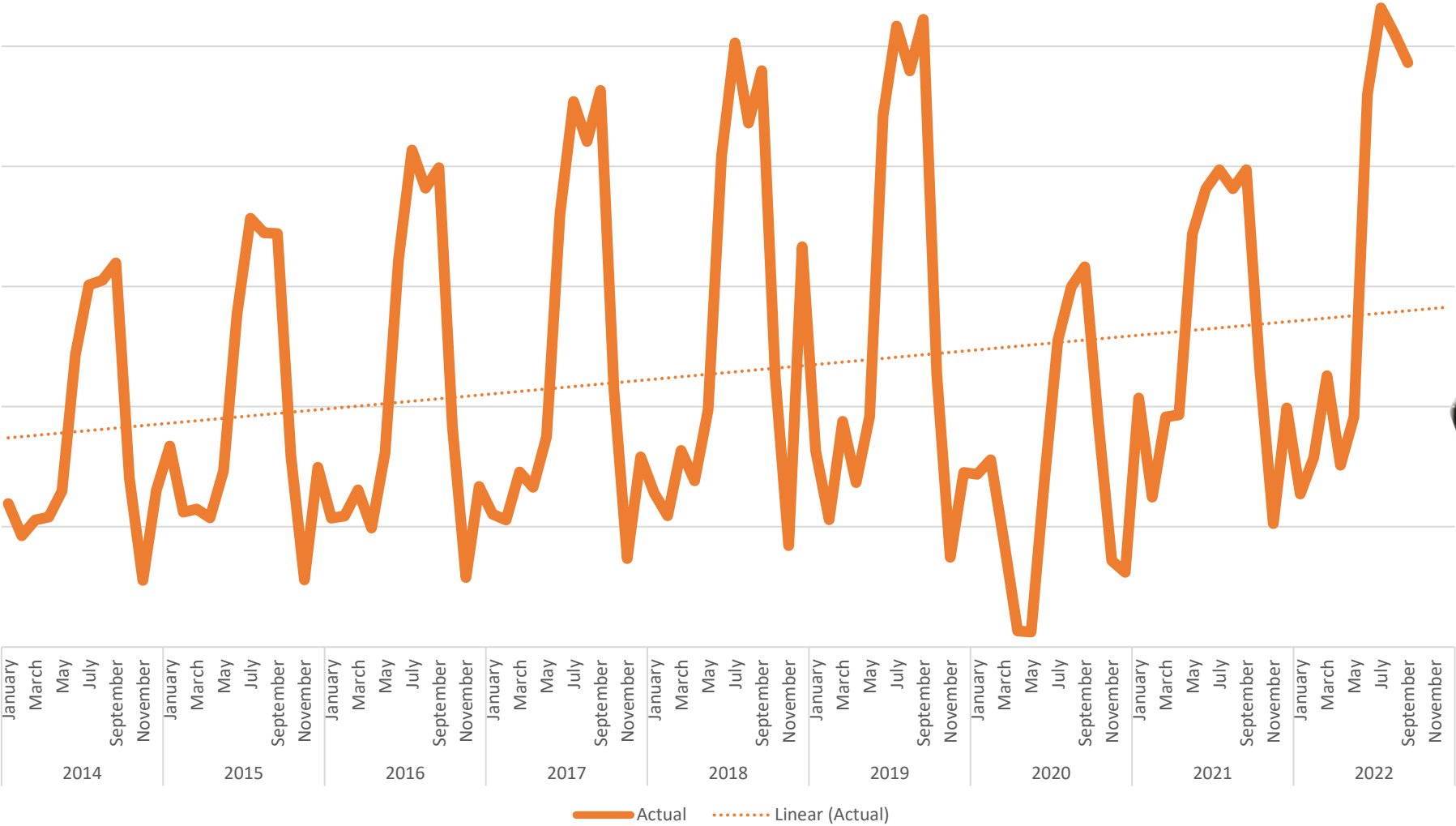
2022 ACTUAL = 68%

2027 GOAL = 80%



# DESTINATION REVENUES

NOT RECOVERED



# LONG ROAD TO RECOVERY

RECOVERY NOT COMPLETE UNTIL 2025



## Travel Logistics

Damage Done



## Air

Service Inconsistency



## Inflation

Rising Costs



## Rail

Opportunity/Risk



## Demand

Pent Up Demand for "Sun"



## ArriveCan

Damage Done



## Cruise

Evidence Based Decisions





# 2023 FORECAST





# MACRO LANDSCAPE

## VISITOR ECONOMY SCAN



### Consumer Confidence

46.62% (Lowest since 2016-  
Excluding COVID)



### Economic Outlook

70% Chance of  
Recession in 2023



### Savings Down

In USA to \$350B from \$2.3T



### Consumer Debt

Up 7.3% from 2021 in CAN

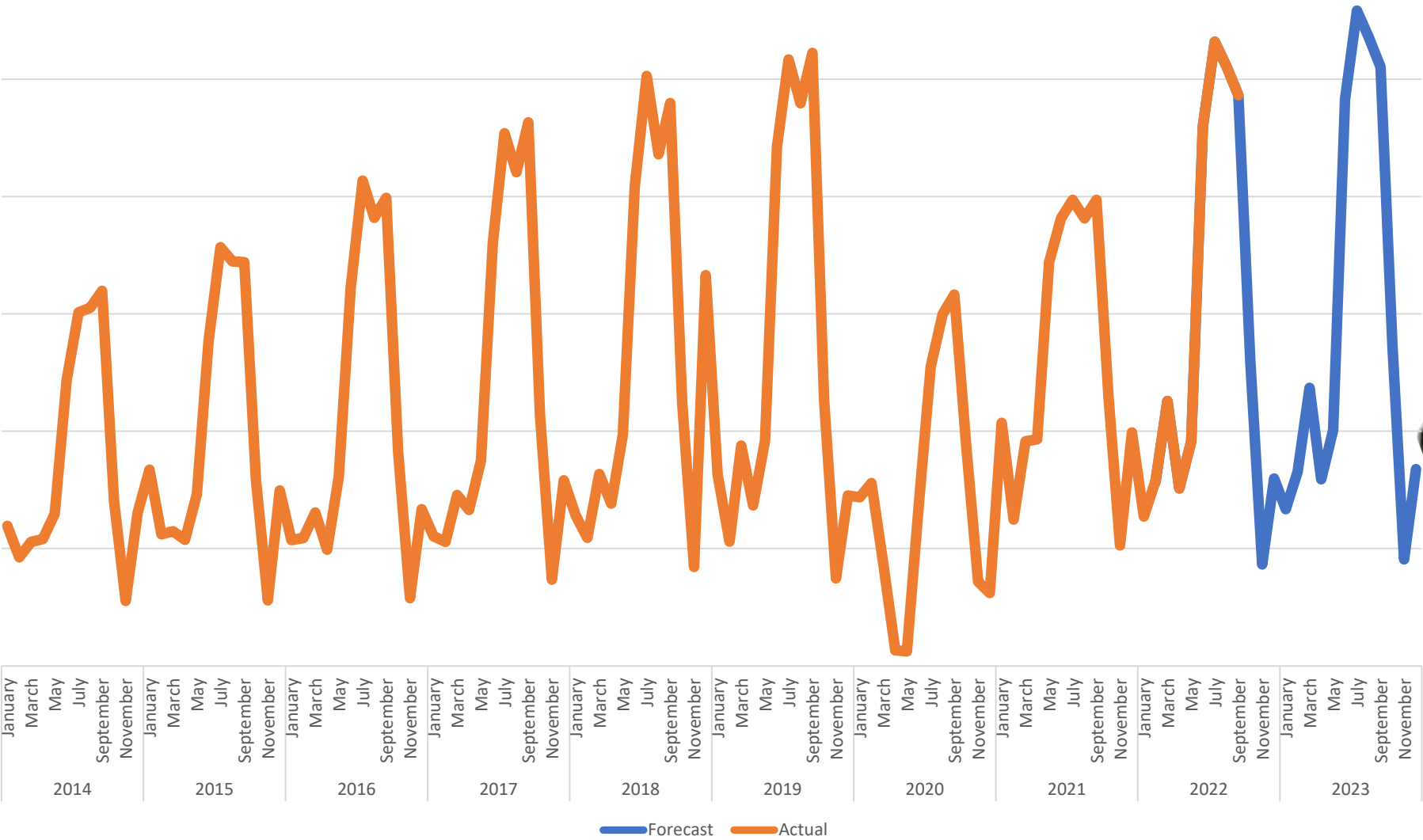
*Credit: Conference Board of Canada,  
Bloomberg, US Federal Reserve*





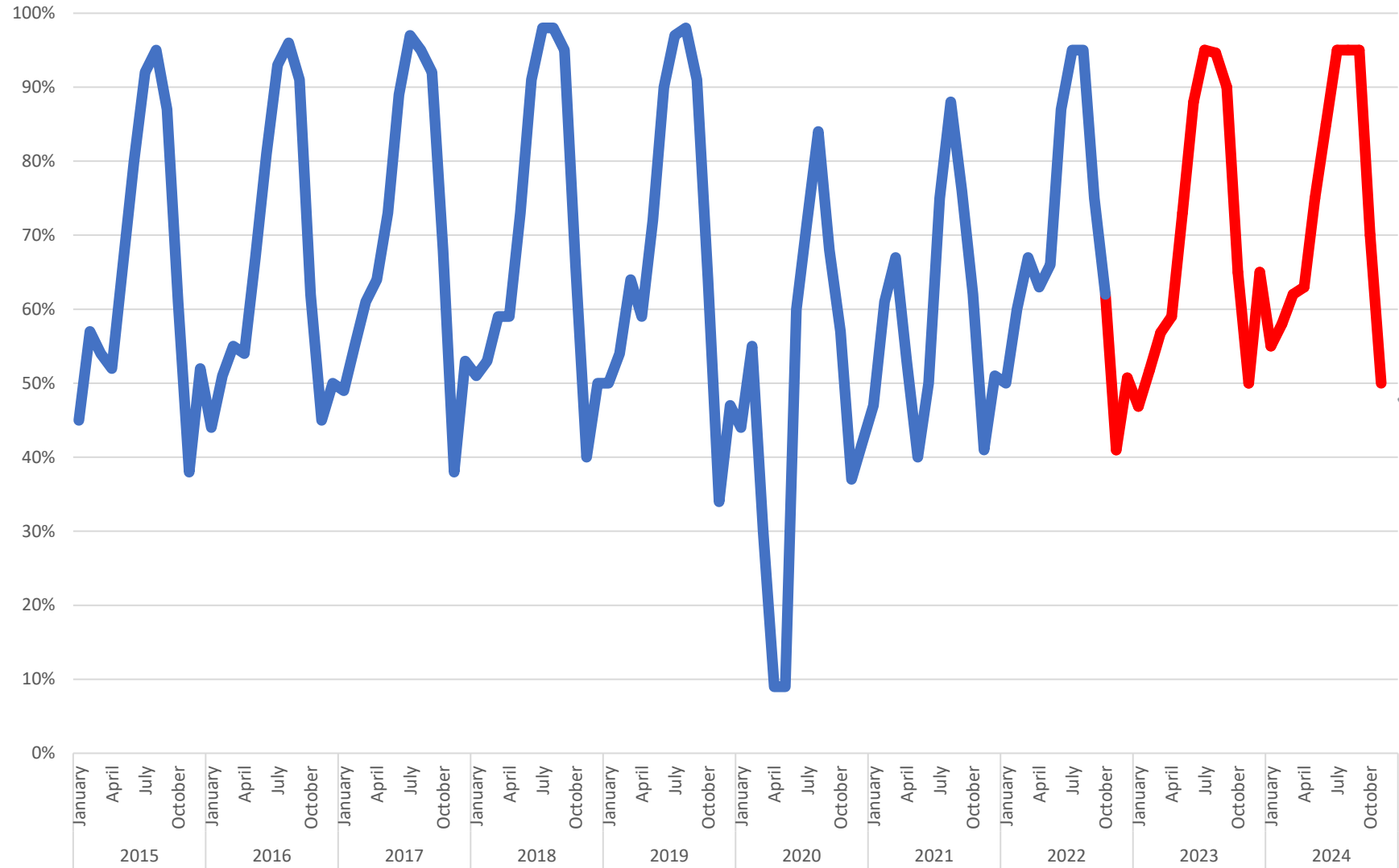
# DESTINATION REVENUES

FORECAST



# OCCUPANCY

## FORECAST

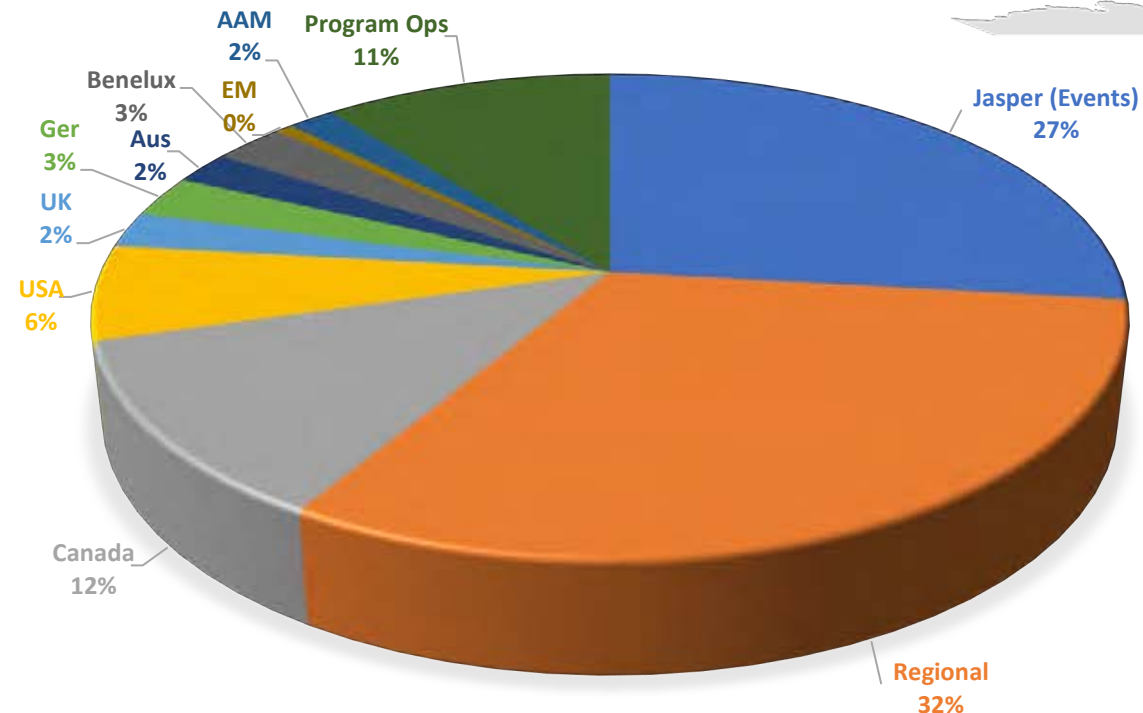


# EXPENSE BY (GEO) PROGRAM

## GEO-MARKET PROGRAMS—MARKETING, BIZ DEV, DEST DEV

*Tourism Jasper's Program Budget represents all destination marketing related programming, presented by geo-market, that the organization delivers on behalf of our Shareholders.*

*With 63% of all expenditures spent on programming, 29% on payroll and 9% on administrative costs, Tourism Jasper is among the most efficient DMOs in Canada as it relates to program budget percentage.*



Powered by Bing  
© Australian Bureau of Statistics, GeoNames, Microsoft, Navinfo, OpenStreetMap, TomTom, Wikipedia



# MAJOR INITIATIVES

A man and a woman are playing golf on a lush green course. The man, wearing a blue shirt and dark shorts, is in the foreground, preparing to putt. The woman, wearing a white shirt and light shorts, stands nearby holding a flag. The background features a serene lake, a dense forest of evergreen trees, and distant mountains under a bright blue sky with scattered clouds. The sun is low in the sky, creating a warm, golden light and long shadows on the grass. The overall scene is peaceful and scenic.



# 2023 PRIORITIES

## Tourism Jasper

1. **Performance measurement and reporting – “Prove It”**  
Embed performance measurement and reporting into regular operations creating an improved streamlined process.
2. **Experience delivery – “Brand Promise”**  
Ensure the brand is brought to life through in-destination programming and animation.
3. **Communications and engagement – “Tell Our Story”**  
Align and rally the destination around the visitor economy through efficient, engaging and open communication.
4. **Organizational development – “Internal Comms”**  
Improve administrative processes and programs to build a stronger organization to grow and develop team.



# 2023 HIGHLIGHTS

Tourism Jasper

## Tourism Master Plan

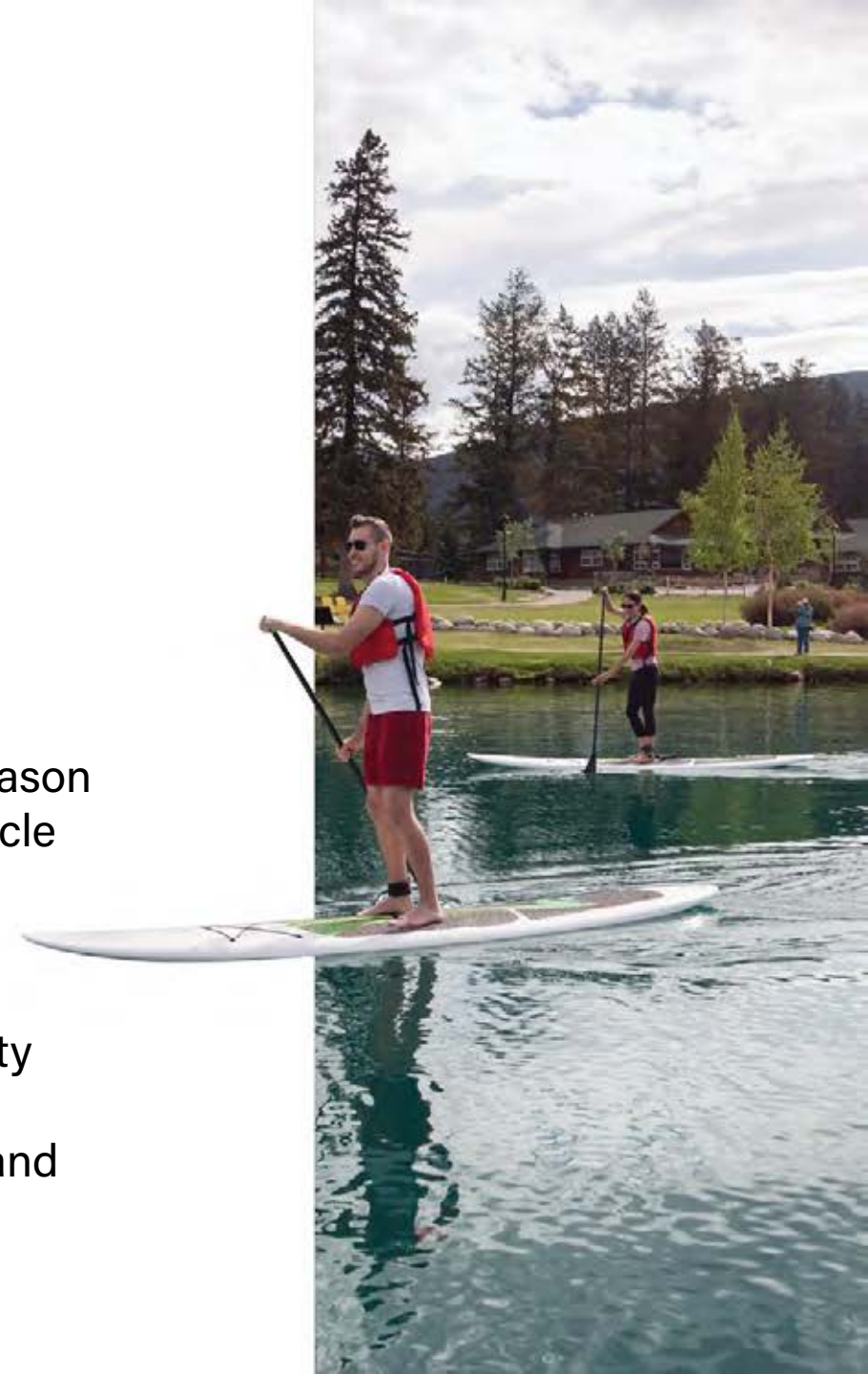
- Strengthen Community Health → PEOPLE (Delivery)
- Improve Sustainability → PLACE (Infrastructure)
- Enhanced destination experience → EXPERIENCE (Supply)
- Optimize visitor economy → ECONOMY (Demand)

## Defend & Grow Market Share

- Defend Summer – Protect demand and peak revenue generation season
- Develop Winter – Massive opportunity to ease boom/bust labour cycle
- Increases Per-Visitor Expenditures – Generate higher yields

## Strategic Evolution

- Scale Tourism Jasper – Increased workload will require more capacity
- Advance & Diversify Revenue – Finance tourism development
- Strong Foundation – Scaling will require higher administrative demand





# TOURISM MASTER PLAN

*"Destination Stewardship Plan"*

*"Destination Development Plan"*

*"Tourism Vision for the Destination"*

**Objective = Align and Unify the Destination.**

**Strengthen Community Health**

PEOPLE (Delivery)

**Improve Sustainability**

PLACE (Infrastructure)

**Enhanced Destination Experience**

EXPERIENCE (Supply)

**Optimize Visitor Economy**

ECONOMY (Demand)



# IMPLEMENTING

## The Tourism Master Plan

### Tactical Examples:

- Transportation Strategy
- Event Activation Policy
- Destination-wide Sustainability Strategy
- Business community facing communications platform
- Land-use planning authority
- Expand public-private partnerships w/ JCHC





# KEY TAKE AWAYS

For Council and Residents from Tourism Jasper

1

## COMMUNITY ENGAGEMENT

*Tourism Jasper wants to be more communicative and involved in the community.*

2

## MASTER PLAN IMPLEMENTATION

*Success will depend on expeditious follow up and implementation.*

3

## NOT FULLY RECOVERED

*Jasper's Visitor Economy has not yet fully rebounded, with recovery being asymmetrical and challenged until 2025.*





# THANK YOU



**JAMES JACKSON**

[James@Jasper.Travel](mailto:James@Jasper.Travel)





ALBERTA  
PUBLIC SAFETY AND EMERGENCY SERVICES

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*Office of the Minister  
MLA, Calgary-West*

AR 53295

Dear Community Leader:

Over the last number of weeks, many of our Alberta municipalities have been in contact with government, requesting further information and clarification on a number of items related to the provincial changes to victim services announced July 19, 2022, and scheduled for implementation by April 1, 2024.

I have heard from the many of you about your concerns with the redesign initiative. I am writing to provide clarification on a number of points.

I would like to reassure you the move to a regional governance model for police-based victim services units has always been intended to improve the consistency, stability, and continuity of services received by victims of crime across all regions of the province - municipal, rural and remote. It was also designed to ensure that all victims would continue to be supported locally, by dedicated workers and volunteers from within and around their own communities. While board governance is moving toward integration, all front-line services remain local. I appreciate this opportunity to provide further information about the ongoing redesign work that has occurred to date as it relates to your community and others like it.

**Is victim services being removed from your community?**

In short, no. The new governance model will empower more than 130 paid, front-line victim caseworkers (full and part-time equivalents), each of them living and working in the communities they serve now. Our new model never contemplated centralizing front-line victim caseworkers in a regional office. They will continue to be co-located with RCMP members in their local detachments, work alongside their volunteer advocates, and be supported not only by their regional boards but also by a new, full-time centralized professional support staff (CPSS); one CPSS for each region. These CPSS teams will consist of, at minimum: an executive director; human resources professional; regional operations manager; regional court support coordinator; cultural safety specialist; admin/office manager; qualified financial management professional; and a retained legal resource.



For smaller, rural and remote communities in Alberta, the new regional governance model for police-based victim services means all areas of the province will have uniform, flexible and sustainable victim services. The new layer of full-time, professional support staff for front-line victim caseworks will stabilize and improve programs above and beyond what is offered under the current governance structure. Front-line caseworkers will have more time to focus on working alongside volunteer advocates and with their local RCMP officers to support victims in the immediate aftermath of a crime, to provide court support within an integrated and coordinated court support program, and for engaging with local and community partners.

**How will our communities be represented at the regional level?**

As stated, front-line staff will work in the same detachment areas in which they live, as will their cadre of volunteer advocates. The new regional governance boards themselves will be virtual in nature, and will consist of members from communities all across the region. While every detachment area will not necessarily be represented at the board level, no more than one board member per detachment area will be selected.

**Did the MLA-led review ever seek to engage municipalities, and did it engage local victim services units (VSUs)?**

The MLA-led review of victims services took place over 2020/21 and included participants from the Rural Municipalities of Alberta and the Alberta Municipalities. Other individuals and organizations engaged during this period included MLAs from across the political spectrum, volunteers and staff at police-based VSUs, victim-serving community organizations, a variety of police service representatives, the RCMP, legal experts and Indigenous organizations. Alberta held about 40 engagement sessions, with around 150 stakeholders and organizations attending. The Victim Service Redesign is based on feedback received during these engagements and reflects the final report and recommendations of the MLA-led review. The Victims Services Redesign team continues to meet with affected and/or interested groups and municipalities to gather any outstanding questions, concerns and suggestions. These meetings have already been instrumental in informing improvements to the model.

**Will there be a reduction in scope of services provided by the new victim services model, and will this new model serve Albertans who have been traumatized by non-criminal and tragic events?**

As Minister of Public Safety and Emergency Services, I recognize that services other than those provided solely to victims of crime, such as for victims of non-criminal trauma, are incredibly important to Albertans. As such, Albertans will not experience a reduction in services currently available, now nor when the new zonal model is implemented. If legislative amendments to the Victims of Crime and Public Safety Act are required to assure this, then our government will pursue those.

**Are program managers and other staff guaranteed jobs or do they have to re-apply for positions within the new zonal model?**

The hiring of the victim caseworker positions will be the responsibility of each new executive director and respective support staff group. GOAVS will collaborate with the support staff groups, preferring a process that honours the skills and experience of the current cadre of police-based victim services workers. We will be recommending that current VSU employees be invited into a stream-lined on-boarding process prior to any positions being advertised publicly.

These changes to victim services in Alberta are an exciting step forward to ensure victims in our province have the help they need when they need it most. Over the next year, we will continue to work closely with municipalities and Indigenous communities to design and implement the new service delivery model. To ensure that you continue to have the most accurate and up to date information about the new victim services redesign, I encourage you to maintain direct contact with the Director of Victim Services Trent Forsberg at [Trent.Forsberg@gov.ab.ca](mailto:Trent.Forsberg@gov.ab.ca). He would be happy meet with you should you have any future questions, concerns, or suggestions. We look forward to continuing to engage Alberta municipalities on this important initiative.

Thank you for your ongoing commitment to ensuring the needs of victims in your community continue to be met.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike Ellis', with a stylized, flowing script.

Honourable Mike Ellis, ECA  
Minister

cc: Trent Forsberg, Director, Victims Services, Strategy, Support and Integrated Initiatives



**From:** [Ginette Marcoux](#)  
**To:** [Emma Acorn](#)  
**Subject:** Reference Letter from Mayor and Council  
**Date:** Thursday, December 08, 2022 4:53:21 PM

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## AGENDA ITEM 6.2

Hi Emma,  
Hope this email finds you well. The Jasper Employment & Education Centre is seeking a Reference Letter from Mayor and Council for an RFP that we are submitting next week (due Dec 15th). Hoping this makes it to Council next Tuesday.

The RFP is to continue operating the Career and Employment Information Services (CEIS) in Jasper. These services serve both new job seekers and ones living in the community as well as inquiries regarding employment from around the globe. Services to jobseekers include: an updated Job Board, computers, access to Career & Employment resources, referrals to community organizations, assistance with EI and online applications, assistance with resume development and employment preparedness, access to career assessment tools and post secondary education. Additionally, we provide the business community with local job supports, promotion of current postings, labour market data, and HR supports.

Let me know if you have any questions or require further information. Thank you.

**Kind Regards,**

**Ginette Marcoux (she/her)**  
Executive Director

631 Patricia St. | PO Box 1509 | Jasper, AB | 780.852.4418 Ext 6 |  
[www.jasperemployment.com](http://www.jasperemployment.com)

If we think we are fragile and broken, we will live a fragile, broken life.  
If we believe we are strong and wise, we will live with enthusiasm and courage.  
~ Wayne Muller

## AGENDA ITEM 7.1

### REQUEST FOR DECISION

**Subject:** Early Learning and Child Care Strategy  
**From:** Lisa Daniel, Childcare Services Manager  
**Prepared by:** Lisa Daniel, Childcare Services Manager  
**Reviewed by:** Christopher Read, Director Community Development  
Bill Given, CAO  
**Date:** December 13, 2022

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#### Recommendation:

- That Committee receive the attached report, Context and Considerations for Creating a Jasper Early Learning and Child Care Strategy for information.
- That Committee direct administration to conduct a needs assessment of families in Jasper to assess possible changes to service levels at Wildflowers Childcare.

#### Alternatives:

- That Committee direct administration to action other recommendations listed in the attached ELCC report.

#### Background:

On August 3, 2021 Council approved the use of \$24,000 from a portion of the COVID Recovery Reserve previously allocated to provide subsidies to users of Municipal Child Care Services to develop a community child care strategy. On February 1, 2022 Council approved engaging with Rob Buschmann from University of Alberta Community-University Partnership, to develop a Jasper Early Learning and Child Care Strategy.

#### Discussion:

The Canada-Alberta Early Learning and Child Care Agreement, signed in November 2021, commits \$3.8 billion to early learning and care in Alberta with goal of making child care cost an average of \$10/day by 2026. This investment has been reshaping the landscape of early learning and care and creating opportunities for municipalities to address local child care gaps. The Jasper Early Learning and Child Care (ELCC) Strategy project began in early 2022 in the hopes of addressing some of those gaps.

The ELCC Strategy project had three goals, understand the current state of ELCC in Jasper, describe a future state of ELCC in Jasper and produce a set of recommendations on how to get to the desired future state. These goals were achieved through surveys, focus groups and interviews.



The attached report outlines the findings and makes recommendations in the following areas:

- Accessibility
- Affordability
- Flexibility
- Inclusivity
- Quality
- Advocacy and leadership

Administration recognizes that there would be value in confirming the findings of the research with the broader community to ensure any prospective changes to service levels accurately reflect the needs of the community.

**Strategic Plan Relevance:**

- Community Health - Take proactive steps to reduce the risk of people becoming vulnerable and respond when they are vulnerable; Leverage and create opportunities for greater
- inclusion
- Organizational Excellence - Ensure residents receive quality service that provides strong value for dollar.
- Relationships - Communicate and engage with residents.
- Advocacy - Contribute our voice to support community, industry, and partners in their advocacy efforts.

**Financial:**

The budget for this project was \$24000, and was contracted at that value. It should be noted that salaries for Rob Buschmann and Tara Strang were provided in-kind. Should Council wish to add more survey work as described in the alternatives above, Community Development can accomplish that work in the existing 2023 budget as passed December 6, 2022.

**Attachments**

- Context and Considerations for Creating a Jasper Early Learning and Child Care Strategy

# Context and Considerations for Creating a Jasper Early Learning and Child Care Strategy

Authors: Rob Buschmann (PhD), Jennifer Fischer-Summers, Mary-Frances Smith, Anja Dzunic

Delivered: October 22, 2022



**Community-University Partnership**  
for the Study of Children, Youth, and Families





# Acknowledgements

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The authors thank Lisa Daniel, Childcare Services Manager at the Municipality of Jasper, for being our main contact throughout this project. We thank Jasper municipal council for funding this study and taking part in it.

We also thank Jasper municipal staff, parents and guardians, early childhood educators, business leaders, and Parks Canada staff. An impressive number of child care stakeholders in Jasper participated in this study. Any benefits that arise from this work are thanks to Jasperites who volunteered their time to reflect on the state of child care and offer ideas for improvement.

Finally, we thank Tara Stang from the Muttart Foundation for conducting key interviews and focus groups and our communications coordinator Kevin Holowack for editing this report.

We hope this report accurately reflects the views of all participants and that its contents are helpful Jasper officials and residents as they shape the future of child care in their community.

*The Community-University Partnership for the Study of Children, Youth, and Families (CUP) at the University of Alberta is a collaboration of community members and organizations, researchers, practitioners, funders, and policymakers in Edmonton and across Alberta. CUP works to create and mobilize evidence to improve practices, programs, and policies.*

For more information, visit [ualberta.ca/community-university-partnership](https://ualberta.ca/community-university-partnership).

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# Terms

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For the sake of simplicity, this report uses the following terms, acronyms, and abbreviations:

- **CUP:** Community-University Partnership for the Study of Children, Youth, and Families
- **MOJ:** Municipality of Jasper
- **Council:** Council of the Municipality of Jasper
- **Canada-Alberta Agreement:** Canada-Alberta Early Learning and Child Care Agreement
- **Children's Service:** Alberta Children's Services
- **ECE:** Early childhood educator
- **Child care:** Any kind of non-parental care for children aged 12 and under
- **School age:** Generally refers to children who are aged 5 and over
- **Licensed child care:** Programs that are licensed under Children's Services and run out of a designated facility or centre
- **Unlicensed child care:** A general term referring to any care provided to up to 6 children at any time, not including the provider's own children
- **Licensed capacity:** The maximum number of children a program is allowed to serve based on its current license
- **Actual capacity:** The number of children a program is able to serve given its resources and staffing

# Introduction

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## Background

The Canada-Alberta Agreement, signed in November 2021, commits \$3.8 billion to early learning and care in Alberta with goal of making child care cost an average of \$10/day by about 2025 or 2026. There are plans to extend funding into future years. This investment has been reshaping the landscape of early learning and care and creating opportunities for municipalities to address local child care gaps.

On June 8, 2021, the Committee of the Whole voted to develop a community child care strategy. Municipal staff contracted researchers with CUP to develop the strategy. We offered to conduct a study of child care in Jasper with three goals:

1. Understand the **current state** of child care in Jasper.
2. Describe a desired **future state** of child care in Jasper.
3. Produce a set of **recommendations** for how the MOJ and council can get from the current state to the future state.

This report summarizes the findings of CUP's interviews, focus groups, and survey and makes recommendations for the MOJ and council based on what we learned about the needs of participants.

Readers looking for more in-depth analysis and findings can consult:

- *Appendix A | Methods*
- *Appendix B | Current state of child care in Jasper*
- *Appendix C | Future state of child care in Jasper*
- *Appendix D | Wildflowers*

## Overview of child care services in Jasper

Multiple types of child care are available in Alberta, which are divided between licensed child care and unlicensed child care.

**Licensed child care** refers to programs that are licensed under Children's Services and run out of a designated facility or centre. One type of licensed care is *daycares*, which are programs that provide full-day care to children under school age. The other type is *out-of-school care* programs, which serve children up to age 12 before and after school hours.

Jasper has three daycares: the Wildflowers Childcare program (licensed capacity of 83 spaces), the Roots and Wings Early Learning Program at Jasper Elementary School (20), and the daycare at École Desrochers (16). Wildflowers also runs Jasper's only out-of-school care program and a full-day summer program for school-age children called Summer Fun.

Two other types of licensed child care exist in Alberta. *Family day homes* serve children aged 0-12 in the provider's own home. Jasper does not have any licensed family day homes, but it does have unlicensed family day homes. *Preschools* are facility- or centre-based programs that provide care for 4 or fewer hours per day for children under school age. Jasper's only preschool is Les Petit Cailloux at École Desrochers, which shares space with their daycare.

**Unlicensed child care** is a general term referring to any care provided to up to 6 children at any time, not including the provider's own children. Examples of unlicensed child care include unlicensed day homes (or "private day homes"), nannies, and informal care provided by family and friends. At the time of writing, there are two unlicensed day homes in Jasper, which can care for up to 6 children at a time each. Children's Services does not regularly monitor unlicensed child care, and it is unknown how many nannies or other unlicensed providers are in Jasper.

## Wildflowers Childcare

Wildflowers, Jasper's municipally subsidized and administered child care service, is the largest provider in the region. Wildflowers delivers three programs:

- **Wildflowers Childcare**, a program for children from birth to school age,
- the **Out of School Care (OOSC)** program for children in kindergarten to grade 6, and
- the **Summer Fun** program for children who have completed kindergarten up to grade 6.

The Wildflowers Childcare program runs out of five rooms and two outdoor play spaces. It is open year-round, 7:45 a.m. to 5:30 p.m. from Monday to Friday with the exception of statutory holidays. The program follows a Reggio-inspired approach and incorporates Flight, the province's early learning and care framework,<sup>1</sup> into daily practice. Wildflowers emphasizes nature and diverse activities, encourages children to use their imaginations, and has a strong focus on inclusion.

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<sup>1</sup> <https://www.flightframework.ca/>



Wildflowers Childcare is licensed for 83 spaces. As of May 2022, 57 spaces were occupied through full-time or shared enrollment, including 3 children requiring additional supports. The program's waiting list had 68 families, indicating a significant demand.

The OOSC and Summer Fun programs provide children group experiences like field trips, cooking, reading, gym activities, upcycled arts and craft sessions, swimming, skating, sledding, sports, and gardening. The OOSC program starts after schools are dismissed, which is 3:00 p.m. for École Jasper Elementary School and 3:00 p.m. for classes at École Desrochers. It runs until 5:45 p.m. on weekdays during the school year. It closes for statutory holidays and school breaks. The Summer Fun program runs 8:15 p.m. to 5:30 p.m. on weekdays in July and August.

## Approach to gathering information

CUP gathered information through interviews, focus groups, a survey of Jasper-area parents and guardians, and a review of documents provided by the MOJ including budget information and enrollment data.

Further details on our approach can be found in *Appendix A: Methods*.

## Who participated in this study?

CUP did 12 interviews and 6 focus groups, which included a total of 44 participants.

We did interviews with:

- Parks Canada (2 participants)
- École Jasper Elementary School (1)
- Roots and Wings (1)
- The MOJ's Childcare Services Manager (1)
- Unlicensed day home providers (2)
- Family day home agencies (2)
- Jasper municipal staff (2)
- Members of Jasper's business community:
  - Jasper Chamber of Commerce (1)
  - Jasper Tourism (1)
  - Jasper Employment & Education Centre (1)

We did focus groups with:

- Friends of Jasper Childcare, a board for parents of Wildflowers children (3)
- Wildflowers staff (8)

- École Desrochers (3)
- Jasper business community/employers (4)
- Jasper municipal staff (6)
- Council (6)

We also did an online survey of parents and guardians that received 63 complete responses and 17 partial responses. All respondents said they lived in the MOJ's borders except one, who was in the surrounding area.

When quoting participants throughout this report, we refer to them by the area they represent to preserve anonymity:

- **MS:** Municipal staff
- **MC:** Municipal councillor
- **Board:** Member of the Friends of Jasper Childcare board
- **CSM:** Childcare Services Manager
- **BC:** Business community
- **PC:** Parks Canada
- **ECE:** Early childhood educator
- **JE:** Jasper Elementary
- **ED:** École Desrochers
- **FDH agency:** Family day home agency
- **UP:** Unlicensed (or “private”) day home provider
- **Parent:** Jasper-area parent or guardian

Note that participant quotes may have been slightly edited for clarity. We did not change the substance or meaning of the quotes.

## Five key categories

To organize the information in this report, we anchored our findings in five categories drawn from the principles of the Multilateral Early Learning and Child Care Framework:<sup>2</sup>

- **Accessibility** refers to whether there are enough child care spaces and whether they are available to families who need them.
- **Affordability** refers to whether the cost of child care is sustainable and compatible with parent income.

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<sup>2</sup> <https://www.canada.ca/en/employment-social-development/programs/early-learning-child-care/reports/2017-multilateral-framework.html>

- **Flexibility** refers to whether program hours and opening times accommodate family schedules.
- **Inclusivity** refers to whether available child care options accommodate children with additional needs (ex. children with disabilities, children with cultural or language barriers).
- **Quality** refers to whether or not child care programs, staff, and activities in Jasper are viewed as high quality.

The “Findings” section below is arranged according to these categories. However, it’s worth remembering that issues presented under each category are often interrelated.

## Is Jasper a “child care desert”?

According to the Canadian Centre for Policy Alternatives (CCPA), Jasper existed in a “child care desert” as of June 2018.<sup>3</sup>

The CCPA defined “child care desert” as an area where at least 50 eligible children live but fewer than 1 licensed space is available for every 3 children. It reported there was about 1 licensed child care space available for every 5 children in the “forward sortation area” that contained the Town of Jasper (i.e. all postal codes beginning with T0E). This count was limited to children aged 0-4 and spaces available for this group.

We should note that the CCPA’s numbers were drawn from 2016 data and the forward sortation area was rather large. If we use the 2021 census data for the “specialized municipality of Jasper” and data from the province on licensed child care capacity in Jasper, we find instead that there was 1 licensed space available for every 1.6 children aged 0-4.<sup>4</sup> According to these updated parameters, Jasper was not a child care desert in 2021.

In Alberta, it is also meaningful to factor 5-year-old children into calculations about child care availability. The existence of half-day kindergarten and the current age rules for entering kindergarten mean many children in this group also use child care. If we include ages 0-5, Jasper had 235 eligible children and 119 spots, which results in 1 licensed space for every 2 children.

Therefore, we can conclude that **Jasper is not currently a child care desert.**

There are some caveats to this, however.

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<sup>3</sup> <https://policyalternatives.ca/childcaredeserts>

<sup>4</sup> The 2021 census found Jasper had 195 children aged 0-4, and the total number spaces available to them was 119 (i.e. the total capacity of Wildflowers, Roots and Wings, and Les Petit Cailloux). This municipality of Jasper includes only the Town of Jasper and some immediate surroundings.



First, the calculations exclude the number of spaces offered by UPs. They also exclude school-age children because there is no widespread agreement about how many licensed spaces should be available for this group to avoid the label of “school-age care desert.”<sup>5</sup> Finally, whether or not Jasper is a “child care desert” does not reflect whether parents can actually access child care. Indeed, this report found there is considerable demand for child care in Jasper along with frustration about the cost, the lack of spaces, and the long waitlists.

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<sup>5</sup> It may be useful to compare the number of spaces for school-age children in Jasper (60 in Wildflowers’ out-of-school care) to the number of children aged 6-12 in 2021 (295), which results in 1 space for every 4.9 school-age children.

# Findings

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This section highlights what participants have told us about the current state of child care in Jasper and their ideal or desired future state. To explore participant responses in detail, consult *Appendix B: Current state of child care in Jasper* and *Appendix C: Future state of child care in Jasper*.

## Current state of child care in Jasper

### Accessibility

**Current state | There are not enough child care spaces, which negatively impacts families and businesses.**

Participants widely agreed there are not enough child care spaces in Jasper. The reasons include a lack of physical spaces for child care programming, a lack of ECEs, and barriers to providers related to licensing and regulations. Families unable to access child care are forced to work less, and businesses are having trouble finding and retaining staff. Many participants specifically told CUP that the lack of spaces at Wildflowers is an issue.

*I think Wildflowers meets the needs of the community in some respects as far as being the only licensed facility, but I do think parents would likely say we don't because we always have a waiting list and because we don't have the capacity to take more infants or younger kids right now. (CSM)*

*Our biggest problem is that there aren't more educators, there aren't more daycare spaces, and there aren't more spaces for educators to live. That's an ongoing problem for any profession in Jasper, but it's not about the profession. It's about the dynamic of the town. (Board)*

*We find that, for a lot of people in the community, both parents need to work, or they need to work two jobs or more just to make ends meet. And so having access to child care is absolutely critical to maintaining the workforce that we need to run the community. (MC)*

*What we're seeing is very long waitlists. We have a client, for example. She got pregnant, had a baby, and now she's a professional who can't re-enter the workforce because there are no daycare spaces for her baby. We see this over and over again. (BC)*

## Affordability

### Current state | Child care is still expensive, especially for lower-income families, but things might be improving.

One of the most common observations participants made about child care in Jasper is that it is expensive. Child care programs remain almost entirely dependent on parent fees. The cost of child care appears to be getting cheaper with the Canada-Alberta Agreement and the province's revised parent subsidies and operators grants introduced in January 2022,<sup>6</sup> but lower-income families are not seeing as much benefit as middle- and upper-income families.

*Without the government funding, it's extremely expensive. I know when both of my kids were in daycare, it was almost my entire paycheck going to daycare. I was working basically just not to be with my children. (BC)*

*Housing costs are high and daycare costs are high as well [...] You see families working across the whole spread of 24 hours to make it work. (BC)*

*I understand that the way it was rolled out has left the lowest-income families remaining at the same level of pay because of the reduction in the subsidy. The lowest income families are not experiencing any benefit at all from the program. (MC)*

*We do have several lower-income families that are not able to access the subsidy. They are paying a full amount. The universal grant has helped, but it's not covering it all. That's obviously still a barrier. (RW)*

*The first thing we usually do is see if the families qualify for a subsidy. And even if they do, to be honest, they still struggle to pay the rest of the bill because of our high cost of living in Jasper. (MS)*

*Now, if there are low-income families who qualified for the full subsidy before and have two kids—it's not working as well for them. They used to get, say, \$500 or \$600, and more than that for the subsidy if they have an infant. Now they're getting \$266 per child and still paying full daycare fees. (CSM)*

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<sup>6</sup> <https://www.alberta.ca/federal-provincial-child-care-agreement.aspx>



## Flexibility

**Current state | Many parents need child care outside regular hours, but options are lacking.**

Child care programs in Jasper generally only run during conventional working hours on weekdays. Many participants who spoke to CUP noted a need for longer hours, such as evenings, weekends, overnight, or options for respite or drop-off care. However, we found no consensus about what specific hours are most needed. One major barrier to making child care more flexible appears to be that it would require more ECEs, who are already in short supply.

*The current daycare system does not provide the services that hospitality workers need. When you think about hospitality workers, their busiest times are often nights, weekends, and holidays, and the daycare is closed for all of those. So that's a huge problem that's been identified year after year. (BC)*

*Throughout Jasper, in retail and hospitality, including restaurants and hotels, employers are asking for expanded hours for child care. Hotels don't close, so you have staff working 24/7, and their child care needs are vast [...] They need that extra help of having child care available, and specifically child care during several shift times. (BC)*

*We have seen people not able to work on key holidays, or they have to leave at certain times because there's no other option to watch their kids. They have to pick up their kids from daycare because of the hours. (BC)*

*The need [for flexible hours] is never greater than a few families, so it wouldn't be about changing the whole operation. But opening maybe a half-hour earlier or later usually means adding another staff. (CSM)*

## Inclusivity

**Current state | Impressive for a smaller town with only a few child care programs, but there are some gaps.**

Overall, participants saw child care in Jasper as inclusive. Options exist for French speakers, programs appear culturally sensitive, and higher-needs children are generally supported. However, there appears to be some concern about the extent newcomers are able to access child care. There is also concern over a lack of support for children with special needs. Children with medical needs must travel as far as Edmonton to get treatment due to a lack of specialists in town.

*I guess I feel bad saying something because I think the daycare does all they can within the constraints they have. But I don't think kids with more diverse needs*

*necessarily get the support they need in Jasper. It's not for a lack of trying. I think it comes back to systemic and structural issues. (Board)*

*Child care supports are available in Canada, but you really need a Canadian advocate just to hold your hand throughout the process. And, in that way, it's not accessible or inclusive at all. It's only accessible if you speak English and can advocate for yourself. (MS)*

*I know a few children with Down syndrome or autism in Jasper, and they've always been welcome and looked after in the daycare. I've never heard the parents of a special needs child say that the daycare wasn't inclusive. (BC)*

## Quality

### Current state | High-quality child care in Jasper is led by Wildflowers.

Nearly all participants saw child care in Jasper as high quality. This sentiment appears to be largely driven by positive perceptions of Wildflowers and its staff. UPs have a less formal approach to care, but they do try to provide enriching experiences. Jasper itself contributes to the quality of child care because it provides a setting for outdoor activities and field trips.

*The opportunities that Wildflowers provides for recreation at the preschool and infant stage are important. They aren't necessarily available in the community elsewhere. (Board)*

*Daycare is a really important thing. You can see differences in children who go to daycare. They are little more school-ready than other kids. Socially, emotionally, intellectually, you can see the differences. (JE)*

## Future state of child care in Jasper

### Accessibility

#### Future state | All families have access to a variety of child care options.

Jasperites clearly desire a future where families who need child care can get it. However, there was no wide agreement about what type of child care spots should be created. Some participants saw benefit to expanding Jasper's existing child care programs, while others imagined new daycare programs, more spaces in schools, or more family day homes, including family day homes overseen by licensed agencies.

Many who spoke to CUP considered actions the MOJ could take to make child care more accessible in the future.

*My ideal future would involve more focus on accessibility and options, rather than just more of what we've got [...] I think parents in our community need all the options that we can facilitate, whether it's what we run or what somebody else can provide. (MC)*

*They could give Wildflowers more space, which means that it would be accessible to more of the community. Although, if they gave us more space, we'd still need to hire more staff, which might not be an option. (CSM)*

*Because our problems come down to infrastructure and staffing, I wonder if the municipality could encourage or reinforce affordable housing. I feel like that's what it comes down to because we can't get enough staff to run daycares and create enough spots to meet demand if we don't have places for people to live. (Board)*

*Jasper for sure would benefit from day homes because it would improve the availability of care. (FDH agency)*

## Affordability

### Future state | Jasper's child care is affordable, plain and simple.

Virtually all participants who spoke to CUP desired a future where child care is more affordable. Some specifically hoped that lower-income families could incur lower fees, while others talked about general affordability. Some saw a role for the MOJ is directly lowering the prices for lower-income families. Others, especially BC participants, believe prices will fall if there is an increase in the number of providers and if providers offer care at different prices.

*Continue with the wonderful staffing we now have and the great program, but just more accessible, cheaper, more spaces—because, from a community development point of view, that is creating far more successful outcomes. (MS)*

*Maybe this is where variety comes into play. It's about having some child care space that is educational and some that is more about babysitting, based on a variety of price points. (BC)*



## Flexibility

### Future state | Child care is flexible enough to meet the highly variable schedules of Jasper families.

Participants widely acknowledged that families with young children, especially those employed in Jasper's large tourism industry, need a child care system that accommodates their specific needs. For many, an ideal future would have 24/7 child care as well as options for short-term and drop-in care for parents who need to handle emergencies or take last-minute shifts.

*Offering expanded hours is the number one thing that I think the municipality could realistically do with their current facilities and resources that would make a huge difference [...] I do think the municipality has the capacity to offer expanded hours, including evening and weekend care [...] There are parents who I think would qualify for subsidies that would put their children in those spaces if they were available. (RW)*

*I think the daycare needs to be able to operate based on the demand of the community. If it means that, during the high season, we need additional hours that include evenings, weekends, and holidays, then those should be accommodated. (BC)*

## Inclusivity

### Future state | Child care in Jasper continues to build on a strong foundation of inclusivity.

Although there was no unified vision as to how child care should be more inclusive, some specific suggestions included more Indigenous programming, more options for French-speaking families, and more support for children with special needs, especially medical needs. Some also desired a future where new residents, whether from abroad or elsewhere in Canada, are better informed about child care options in Jasper.

*I wonder if there's a communications piece that might be missing with regards to the numbers and the waitlists. I don't think that that's necessarily advertised well, especially to some of the demographics mentioned, such as new Canadians that may not be familiar with Jasper and the municipality and all they offer. (Board)*

*More and more, the municipal daycare says they are seeing more children come with neurodiverse needs. Ideally, they would like to see ECE workers develop those skills, so they come to their job ready. (BC)*

*Just being part of the community and part of child care, there are so many opportunities to revisit cultural humility and humbleness and grow cultural*

*competence. That could be so beneficial for children, and Jasper could be a leader in culturally sensitive child care. (RW)*

## Quality

**Future state | Jasper's already high-quality child care is even better, and the town has a reputation as a great place to be an ECE.**

It was assumed by nearly all participants that the future would involve maintaining and building upon the high-quality child care that exists in Jasper. Some envisioned programming that is more appropriate for older children, particularly school-aged children, and more interaction between younger and older children. For many, an ideal future is one where Jasper is an exceptional place to be an ECE. It might include housing for ECEs, a training centre for ECEs at Wildflowers, or other forms of assistance.

*We are committed to a particular quality of early childhood learning and care. But it doesn't mean that should be the only option. (MC)*

## Wildflowers Childcare

### Wildflowers: financial assessment

CUP conducted a detailed financial analysis of Wildflowers using information supplied by the MOJ. The analysis shows that Wildflowers' fees are kept under market rates through a combination of municipal funding and the new provincial affordability system. However, even with this support in place, Wildflowers' fees can be a strain on families, particularly low-income families or families with more than one child. The cost of child care impacts how much Jasper parents can work, which has economic consequences.

There are several ways that per-child operational costs for Wildflowers (i.e. the cost incurred by Wildflowers for each child) could be reduced, which would free up money to reduce parent fees. However, all of these options come with challenges.

- **Increasing enrollment:** This would lower operational costs, but it would require more ECEs and physical space.
- **Reducing compensation or benefits for ECEs:** This might save money in the short term, but this would almost certainly backfire as the ECEs are one of Wildflowers' greatest assets and contribute to its quality and reputation.

- **More municipal funding for Wildflowers.** This could lower parent fees, but municipal spending generally comes with a reduction in other budget areas or an increase in revenues (i.e. higher taxes).

There is no easy solution to these financial obstacles, but some possibilities are explored further in the “Recommendations” section below. For more about Wildflowers’ finances, see *Appendix D: Wildflowers*.

## Wildflowers: current state

The interviews, focus groups, and survey all point to the fact that Jasperites universally appreciate Wildflowers. Reasons for this vary depending on who is asked, but we identified a few broad categories.

### Current state | Wildflowers is woven into the community of Jasper.

Participants widely saw the municipal daycare as a community asset. It also behaves like a deeply rooted community contributor. Wildflowers takes advantage of being in a small town by connecting with other organizations and the municipality.

*The community of Jasper is so unique that it’s hard to pinpoint all the great things, but I just feel a sense of community here. (CSM)*

*The council is definitely on board with this and an advocate for us in early learning. I would say we’re definitely recognized as having a very high standard of care in our community and our region. (ECE)*

*The municipally run program is a beautiful program, and they’ve done such good work. (FDH agency)*

*Knowing your kid is happy, that they’re in a safe environment, that they’re learning so much and being exposed to so much takes a weight off you while you do your job. (MS)*

### Current state | Wildflowers is an excellent place to work.

ECEs clearly enjoy working at Wildflowers. They feel supported by management, the municipality, parents, board members, and peers. Participants outside of Wildflowers also told CUP they could see and feel the joy of the ECEs.

*[The board] gives us gifts, they buy dinner on Christmas, they just gave us all little plants—you know, I feel like we’re doing something right if they’re going to really try to make us feel appreciated. And they often do say it. They’ll come in and give a genuine thank you at the end of the day. (ECE)*



*There is funding to support the education of ECEs, which allows them to make sure they don't have to say no to difficult children or children with special needs. (ECE)*

*Wildflowers is just a fantastic, weird-little-niche kind of early childhood centre. (ECE)*

*There are experiences we can have in Jasper that you can't have anywhere else. (ECE)*

*The teachers make an extra effort to help my children explore their interests in the things they like most. (Parent)*

## **Current state | The high quality of Wildflowers inspires feelings of pride.**

Many people in Jasper think of Wildflowers as more than just a safe and decent child care program. When given the opportunity, parents piled praise onto the program, and participants across all groups offered positive comments, with many specifically mentioning the quality of staff and programming. Jasper citizens are proud of what Wildflowers has become.

*Our daycare, I think, is outstanding. The staffing they have is great. I love the daycare. (JE)*

*They're really bringing that diversity to all aspects of what the children learn—the food choices that they make, the toys they bring in, and even the language that they speak to them. (Parks Canada)*

*I was blown away by the level of education. And I think it's helping lose the stigma that Early Care Learning is just babysitting. (MC)*

*All child care workers have early childhood development qualifications, and it shows clearly in all of the children's development levels. (Parent)*

## **Wildflowers: future state**

Despite the glowing praise for Wildflowers, we identified two main areas for improvement expressed by participants. Both are consistent with what participants said about the broader state of child care in Jasper.

### **Future state | Wildflowers has more flexible hours.**

Many participants mentioned wanting Wildflowers to offer longer hours, including on the weekends, and more opportunities for sharing spaces.

*But as far as gaps in our program, I agree [...] I think evenings and weekends.*  
(MC)

*Would be nice to have more flexible options for occasional evenings / weekends.*  
(Parent)

## **Future state | Wildflowers has more availability.**

Participants broadly expressed a wish for more spaces at Wildflowers. Parents in particular hope that Wildflowers will open up more spaces for younger children.

*If we could have one more room, we could probably open more spaces to younger kids. But I don't know if it would always be full. There's a baby boom right now, but that doesn't mean that in three years all those people are going to be here or still choose us.* (ECE)

## **Key obstacles identified by participants**

In addition to describing the current and future states of child care in Jasper, participants identified a number of specific barriers to improving care.

### **Physical space is limited and costly**

Participants in all categories noted the lack of physical spaces for development as a major challenge in Jasper. PC participants noted that, because Jasper is in a national park, "the footprint of the town is legislated, and it won't expand." Much of the available space is reserved for residential housing, which seems to be a more pressing concern than child care. The little space that could potentially be used to develop child care facilities is very expensive.

*Realistically, there's not really much space in Jasper for new builds. Pretty much any of the vacant parcels that you see are set aside for residential development because we have such a housing crunch. There's a little bit of space left in the commercial cap [...] I think it's unlikely that anyone would want to open up in a commercial space, just because of the price of it.* (PC)

*Getting developers or contractors or investors into building any sorts of new buildings is really cost-prohibitive, even if it's a renovation.* (BC)

### **Multiple authorities over land use**

A second major space-related issue noted by participants is tied to authority over land use. In Jasper, land use, planning, and development are overseen by Parks Canada.

Many participants who talked about space mentioned this as a barrier to expanding child care.

*The protocols with Parks don't help. You have to go through the hoops, and it's a process. (BC)*

*I will say that land use planning for an urban municipality is not Parks Canada's core competency. I would expect that land-use planning in order to enable home-based businesses like child care is probably even less of Parks Canada's core competency. (MC)*

The layers of regulations affecting home-based businesses in Jasper also present a challenge for day home providers. To run a home-based business, providers need to be located within specific zones. Even if they live in the right zone, people who want to run a licensed day home need to get approval from their landlord, from Parks Canada, and from the MOJ—on top of getting licensed.

Notably, PC participants who spoke to CUP disagreed that Parks Canada regulations create an undue barrier to developing child care spaces.

*I do think a lot of our processes are modelled on what other cities are doing, whether it's Calgary or Edmonton or Vancouver. I think we're all using similar permitting processes, although with our own nuances. We have the land use regulations of Jasper, which add something to our development processes, but [...] our service standards are also modelled on municipalities around Jasper. You're not going to see anything radically different here. (PC)*

## Housing crunch

Participants frequently mentioned housing as another barrier to child care. The cost and scarcity of housing prevents businesses, including Wildflowers, from recruiting enough staff. Families with children are especially unlikely to find a suitable place to live.

*I know there are long waitlists for the daycare, so I know it's an issue, But I do think, first and foremost, that the housing piece is the biggest issue that this community deals with. (PC)*

*There are a lot of issues in Jasper that are maybe more pressing—I know housing is one. That's a huge one that limits people, and that's the main one that comes into play with recruitment. It's hard to bring people here because there's nowhere for them to live. (BC)*

*A lot of the units that are made available are geared toward single adults or couples. They are not geared toward what I would call family housing opportunities. (BC)*



## Offering more flexible hours is not straightforward

Nearly all study participants mentioned that existing child care hours are not meeting the needs of the community. However, some participants were aware of the difficulties of offering more flexible care: a lack of ECEs to cover those hours, the highly variable working hours in the hospitality and tourism sectors, and the difficulties of organizing child care.

*That's one of the big challenges that the municipality has [...] There are ratios that we have for staff per child. Knowing how to staff that ahead of time when people's schedules can change all the time is a challenge. (BC)*

## Child care is one issue among many

Several participants acknowledged that child care competes with other priorities at the municipal and provincial levels.

*There are a lot of priorities for the municipality. So to think that daycare is going to be the number one priority [...] It's one of many. (BC)*

*I think our provincial government still doesn't understand the importance of quality child care and affordable child care. (MS)*

## Local community leaders needed

MS participants were also concerned that the community is lacking the leaders and resources needed to advance child care issues.

*We've looked into cooperative child care ideas. At the end of the day, it's hard without a really solid backbone organization that's taking the lead on something like that. So lots of people are interested—as in they want to put their child in a cooperative program—but who's there to set up the program? (MS)*

# Recommendations

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In this section, we provide options that the MOJ and council might take to advance from the current state of child care to the ideal future state as described by study participants. The options are broadly organized by our five key categories plus two areas identified by participants: advocacy and local leadership.

Our recommendations draw from our findings and a review of promising child care practices in other jurisdictions. Ideas proposed by participants are marked as “locally grown.” These solutions are not always specific, but they may reflect the types of solutions Jasperites have an appetite for right now.

Please note that we do not offer a clear vision or set of goals for improving child care in Jasper, and the information below is only to inform future discussions at a political or administrative level. The options detailed here should be considered, debated, or discarded as the MOJ sees fit.

## Accessibility

### Land use changes

The MOJ could make a variety of changes to land use to encourage the development of new child care programs in the area. These changes would either make it easier for new programs to locate to Jasper or require developers to help create child care spaces. To this end:

- The MOJ could require child care impact assessments for any new residential or mixed-use development (or renovation) in the municipality. If appropriate, the developer could be asked to contribute to creating additional child care spaces in some way. The City of Coquitlam, British Columbia, began pursuing this option in 2019.<sup>7</sup>
- The MOJ could conduct a review of zoning bylaws to gain a better understanding of barriers to child care program development.<sup>8</sup> The review might reveal small or

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<sup>7</sup> See City of Coquitlam (2021). *Child Care Partnership Strategy*. <https://www.coquitlam.ca/DocumentCenter/View/6158/Child-Care-Partnership-Strategy-PDF>. See pages 16 and 25.

<sup>8</sup> This idea comes from Urban Matters (n.d.). *Community Child Care Planning: Central Okanagan*. <https://childhoodconnections.ca/wp-content/uploads/2021/02/2020-07-27-Central->

large actions the MOJ can take to address child care concerns. Even amendments to parking requirements have benefitted child care programs elsewhere.<sup>9</sup>

- The MOJ could create cost levies or community amenity contributions for new developers or offer density bonuses for including child care spaces in new builds or renovations.<sup>10</sup>

We should note that introducing cost levies and other development fees could potentially raise the cost of housing,<sup>11</sup> which would be especially problematic in Jasper. Likewise, introducing development fees would likely be of little use in Jasper if new residential or mixed-use developments or renovations are already rare.

## Additional municipal child care programs or locations

The MOJ could increase the number of child care spaces by opening another child care program. Such a program could resemble Wildflowers (a facility-based daycare) or take a different approach. For example, the MOJ could open a licensed family day home agency that could oversee family day homes in Jasper.<sup>12</sup>

There are also ways to support the creation of child care spaces that don't involve running a municipal child care program. For example, the City of Richmond contracts with non-profits to run child care programs out of ten purpose-built facilities, with more currently under construction.<sup>13</sup> This option would be expensive for the MOJ in the short term, but it would likely require less municipal funding than a "second Wildflowers" over the long term. It would allow the MOJ to be selective about which programs occupied their space and ensure the quality meets the MOJ's standards.

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[Okanagan-Child-Care-Assessment-and-Action-Plan-FINAL-with-Engagement-Summary.pdf](#). See page 45 in particular.

<sup>9</sup> In Edmonton, some child care operators noted that the removal of minimum parking requirements in the city could make it easier for them to locate in more crowded urban areas. See CBC / Radio Canada (23 June 2020). *Edmonton city council votes to remove minimum parking requirements*. <https://www.cbc.ca/news/canada/edmonton/edmonton-parking-requirements-1.5624754>.

<sup>10</sup> For more detail on each of these options, see City of Vancouver (2022). *Community benefits from development: types of development contributions*. <https://vancouver.ca/home-property-development/how-development-funds-communities.aspx#types>.

<sup>11</sup> Jones, R. (9 August 2022). *Developers, housing advocate criticize development fee increase amid housing crisis*. CBC / Radio Canada. <https://www.cbc.ca/news/canada/toronto/toronto-development-fee-increase-1.6544780>

<sup>12</sup> Existing licensed family day home agencies in Alberta may be willing to support family day homes in Jasper if there are enough such day homes that are able to open in Jasper.

<sup>13</sup> City of Richmond (2021). *2021–2031 Richmond Child Care Action Plan*. [https://www.richmond.ca/shared/assets/child\\_care\\_action\\_plan58217.pdf](https://www.richmond.ca/shared/assets/child_care_action_plan58217.pdf).



## Provincial grants meant to increase accessibility

As part of its commitment under the Canada-Alberta Agreement, the Government of Alberta agreed to add at least 42,500 new licensed child care spaces by 2025-2026.<sup>14</sup> As part of that commitment, the province created a Child Care Space Creation Grant to help non-profit providers increase space in existing programs or open new programs.<sup>15</sup> The MOJ can consider applying for this grant to either expand spaces at Wildflowers or open a new municipally run location in Jasper.<sup>16</sup>

Another option is to provide municipal assistance to child care providers applying for this grant and other opportunities as they emerge. Assistance can be as simple as providing writing capacity or as involved as partnering with child care providers for the purpose of the grant—for example, the MOJ could agree to provide low- or no-rent physical spaces in municipal facilities as part of the application.

## Municipal grants, loans, or other assistance

The MOJ could offer child care-specific grants or loans to help operators establish new programs or expand existing ones. A grant program could function as a small Jasper-focused version of the new provincial Child Care Space Creation Grant, with the grant amount based on the number of spaces to be provided.<sup>17</sup> The amount could also be based on other criteria as defined by the MOJ.

Another option for incentivizing child care programs through municipal assistance is reducing or eliminating business license fees or property taxes for child care operators.

## Use available space creatively – *locally grown*

Despite there being limited space available for new builds in Jasper, almost all participants in this study believed there were creative ways to supply additional child care with existing buildings and facilities. Some participants simply suggested that more

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<sup>14</sup> For the space commitment numbers, see Government of Alberta (2022b). *Federal-provincial child care agreement*. <https://www.alberta.ca/federal-provincial-child-care-agreement.aspx>.

<sup>15</sup> Government of Alberta (2022a). The grant amount is based on the number of spaces that are being proposed to be created, with the per-space amount ranging from \$5,000 to \$6,000 per space.

<sup>16</sup> It is unclear whether municipal programs like Wildflowers are eligible for this grant. It seems likely to the authors of this report that municipal programs are eligible as this grant is targeted toward non-profit programs rather than for-profit providers.

<sup>17</sup> Government of Alberta (2022a). *Child care — Space Creation Grant*. <https://www.alberta.ca/child-care-space-creation-grant.aspx>. For more information about a municipal version of a child care grant, see City of Vancouver (2022). *Childcare Enhancement Grant program*. <https://vancouver.ca/people-programs/childcare-enhancement-grants.aspx>

hours can be offered with existing spaces. Others suggested that community facilities such as the library or the Fitness and Aquatic Centre could offer more programming for children.

*The municipal library definitely receives some funding from the municipality, so could there be programs there that are more early childhood focused? Maybe that could be where programs similar to Parent Link and Parent Literacy could operate. (BC)*

Participants repeatedly talked about churches as potential locations for a new daycare.

*There are opportunities there to collaborate with churches. And there is, interestingly enough, a church that is dissolving. Great space, great building. They're putting it out to the communities. (MS)*

To begin thinking about creative ways of using existing spaces, the MOJ could create an inventory of available spaces with Jasper that might be used for child care. The City of Edmonton conducted an inventory of its city-owned buildings in 2018-2019 and found 27 properties that could “possibly include / support” an early learning and child care program (although no further action at these locations has been taken to date).<sup>18</sup>

## Change relevant regulations – locally grown

Some MS and MC participants suggested that zoning and land development regulations could be adjusted to facilitate the use and development of physical child care spaces. In general, these solutions seem to reflect an attitude that child care is different from other businesses and point toward treating child care more as a public benefit.

*I would hope that Parks Canada wouldn't be looking at commercial square footage, even if it was in a new building, and that it would be zoned differently than a strictly commercial development. And, you know, that could be a way of adding additional spaces. Because there are spaces, but they're in high-rent districts right now. (MC)*

*We just had a new hotel built. That hotel came with a certain requirement for staff accommodation [...] But it doesn't mention anywhere that you would have to contemplate what kind of child care your staff or your facility might need [...] I'll bet that our council would be very interested in having a discussion about adding some mechanism to provide for increased spaces in child care with every new development. (MS)*

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<sup>18</sup> City of Edmonton (2019). *Space for Early Learning and Care Services - Opportunities in City-Owned Buildings (Report CR\_5867)*. <https://pub-edmonton.escribemeetings.com/filestream.ashx?DocumentId=6173>.

## More formal collaboration – *locally grown*

Participants in this study frequently mentioned partnerships and collaborations to advance child care priorities. Some organizations in the community already collaborate in certain areas such as housing, but more collaboration between organizations and institutions was seen as a way forward. Specific organizations that the MOJ could partner with, according to participants, are Pursuit, Parks Canada, Community Outreach Services, the Employment and Education Centre, CN, churches, the YWCA, and Habitat for the Arts.

*There's no longer an agreement between the school and municipality for use of space. Maybe that's a collaboration that has to be revisited. (BC)*

*The Jasper Employment Education Centre might have a bit of knowledge that maybe we don't always get a hold of. They really contact employers and employees, so maybe there's a role for them to advise more. (MS)*

## Affordability

The MOJ and council have several options to improve the affordability of child care. Unfortunately, options that depend solely on the municipality are expensive, even with federally supported affordability grants and the parent subsidies implemented in early 2022. Advocacy to other levels of government may be the most promising option to increase affordability in the longer term.

## Direct assistance to lower the fees for parents

One way to lower parent fees is for the MOJ to subsidize families accessing child care in Jasper. This assistance can take various forms, but one option is a municipal version of the province's affordability grant or parental subsidies.<sup>19</sup>

To subsidize child care with municipal dollars, the MOJ would need to make several key decisions.

First, the MOJ would need to decide which types of child care would be eligible. For example, the provincial affordability grants and parental subsidies are only available for licensed child care programs. Expanding eligibility to other options, such as unlicensed day homes, might introduce quality or safety concerns because such businesses are not overseen by the provincial government.

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<sup>19</sup> Alberta's parental subsidies are income-based. The affordability grants are not. For more information, see Government of Alberta (2022b).



Second, the MOJ would need to decide whether to extend the subsidy to children in out-of-school care. It is worth noting that federal assistance coming through the Canada-Alberta Agreement does not extend to out-of-school programs. If a future federal-provincial agreement covers out-of-school care, then the MOJ may wish to consider the extent that spending limited municipal dollars to support low-income families using out-of-school care could have positive impacts in terms of both affordability and equity. We should also note that the cost for younger children is set to be considerably reduced once \$10/day child care is fully implemented in Alberta by 2025-2026.

Third, the MOJ would need to navigate the fact that lowering the price of child care will increase the demand.<sup>20</sup> Parents who are not using child care may decide to use it if the price is reduced. As noted elsewhere in this report, however, child care spaces in Jasper are in short supply, and increasing demand will only worsen that problem.

If the MOJ decides to use municipal dollars to subsidize child care, the staff and council would also need to achieve a careful balance to minimize the burden to families and the municipality.

Offering just \$100 per month to 100 families for a full year comes to \$120,000. Even if the funding is targeted to families with financial need—an idea suggested by several participants—it can only stretch so far. Wildflowers' 2022 rate for a child aged 3-5 is \$835 per month.<sup>21</sup> If that child's family makes less than \$120,000 per year, that child receives a provincial subsidy of \$266 per month, meaning the family has to pay \$569 per month. To make child care free for that child, the MOJ would need to pay a difference of \$6,828 per year. At that rate, the same \$120,000 would provide free care to 17 children.

Thus, a municipal child care subsidy would need to negotiate the same trade-off as any subsidy: it can help all families to a lesser extent or some families to a greater extent.

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<sup>20</sup> See Cleveland, G. (2021). *How Big Will the Expansion of Child Care Services Need to be in Ontario?* <https://childcarepolicy.net/how-big-will-the-expansion-of-child-care-services-need-to-be-in-ontario/>. Although this calculation (theoretical, but based on information from Quebec's experience) is for all of Ontario, the concept holds true: reducing the price of something generally raises the demand for it.

<sup>21</sup> Municipality of Jasper (2022). *Wildflowers 2022 Child Care Fees & Net Cost to Families*. <https://jasper-alberta.ca/Home/DownloadDocument?docId=aced37b0-d910-4d64-8611-7cf25d2dea1c>. It is worth recalling from Chapter 4 that this fee does not recover the full cost of providing child care at Wildflowers (the difference is made up through municipal funding) so this fee could already be seen as artificially lower than the "market rate" in Jasper.

## Direct assistance to lower fees for Wildflowers parents

The MOJ and council could also choose to focus their affordability efforts on Wildflowers. Because Wildflowers is already known as a high-quality program, focusing efforts here would avoid potential risks related to safety and quality.

The MOJ and council could also choose to focus their affordability efforts on Wildflowers. Offering child care subsidies to parents with children enrolled in Wildflowers has the same benefits and drawbacks as offering a general subsidy. This option may pose fewer administrative obstacles because Wildflowers is already run by the MOJ, and any additional funds can be used to directly reduce fees for some or all parents. The MOJ could specifically reduce fees for lower-income families by introducing a fee scale at Wildflowers or an income-based subsidy.

However, focusing only on Wildflowers would exclude parents with children in other child care arrangements, so this is not a Jasper-wide affordability solution.

## Flexibility

### Increase the number of ECEs in Jasper

Child care programs across Alberta, and indeed across Canada, desperately need qualified ECEs. For existing licensed facility-based programs in Jasper, it appears that the primary issue is staffing. The MOJ has options to increase the number of available ECEs in Jasper:

- **Offer a one-time payment.** The most direct and easy-to-administer approach to attracting ECEs in Jasper is simply to offer a one-time payment to individuals willing to work as ECEs in Jasper. However, existing ECEs in Jasper may see this action as unfair if it is focused only on attracting new ECEs. A more equitable solution is to provide all ECEs a one-time payment, including new and existing staff.
- **Add to the provincial top-up.** Instead of offering a one-time payment, the MOJ could create an incentive for ECEs that is essentially a local version of the provincial wage top-up for certified ECEs working in licensed programs. For example, the MOJ could offer a \$1-per-hour “local top-up” to the provincial top-ups for the three existing provincial certification levels, available to both existing ECEs and ECEs willing to come work in Jasper. The cost of a \$1 top-up to the MOJ would be around \$2,000 per year for each ECE, assuming the ECE works full time.
- **Housing or educational assistance to ECEs.** Among the most common affordability issues expressed by study participants was the cost of housing. The

municipality can help ECEs with the cost of living by offering housing assistance. It could also provide financial assistance to ECEs who wish to increase their education or certification level.<sup>22</sup>

- **Advocate the provincial and federal governments on ECE compensation and benefits.** The provincial and federal governments have far more resources to invest in attracting ECEs to the field. The MOJ and council could advocate for increased spending to increase ECE wages in Alberta, either by increasing the provincial wage top-up (which has not seen an increase since 2008), establishing a wage grid for ECEs, providing benefits, and more. While these increases would not necessarily benefit Jasper specifically, they could increase the total ECE workforce in Alberta.

We should note that any efforts to increase the number of ECEs in Jasper may not result in more ECEs willing to work outside of normal hours. To specifically improve the flexibility of child care in Jasper, additional incentives would need to be offered—for example, increasing the “local top-up” to \$2 per hours for ECEs willing to work early morning, late evenings, or weekends.

## Provincial opportunities to improve flexibility

As part of the Canada-Alberta agreement, the province said it will be acting to “ensure flexibility for families requiring drop-in or overnight child care.”<sup>23</sup> While no specific funding or grants have been announced at the time of writing, opportunities may arise in the near future.

In fact, the Government of Alberta did provide funding for new spaces in 2021, including some overnight spaces, through an agreement with the federal government that was separate from the Canada-Alberta agreement.<sup>24</sup>

## New types of child care in Jasper — *locally grown*

BC participants suggested that the MOJ should create more types of daycare to meet various needs. Possibilities mentioned include family day homes, temporary “pop-up”

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<sup>22</sup> For more examples of other types of local assistance, see Zacharias, J. (2022). *Case Study: District of Tofino provides innovative solution to local child care shortages*. Tamarack Institute. [https://www.tamarackcommunity.ca/hubfs/Case-study\\_District-of-Tofino-provides-innovative-solution-to-local-childcare-shortage.pdf](https://www.tamarackcommunity.ca/hubfs/Case-study_District-of-Tofino-provides-innovative-solution-to-local-childcare-shortage.pdf).

<sup>23</sup> Government of Alberta (2022b).

<sup>24</sup> Government of Alberta (2021). *Expanding child care options for working parents*. <https://www.alberta.ca/release.cfm?xID=777972B0300BB-DE7A-D0F0-E9FA4D346D52969E>. It is unclear how many overnight spaces have been, to date, actually created by this funding, but this still serves as a recent example of the type of opportunity that the MOJ / Council may want to pursue.



daycares, and workplace daycares. Based on the comments of some BC participants, the MOJ may find it promising to explore working with some Jasper businesses to create on-site daycares.

*Pop-up daycares could be considered, but it's not a permanent fix. In times when the community and businesses are extremely pressured, bring in pop-up daycares that are there for a week or two weeks or a month. (BC)*

*I think some of the bigger companies could open daycares for staff. For example, the Fairmont Jasper Park Lodge could have a daycare on site. I know there's a whole bunch of logistics that go into that, and it's not an easy thing to do, but if a few more employers offered child care services during the day, I think that would help out. (BC)*

## Extend programming to more children – locally grown

Another suggestion raised among BC participants was to create more spaces and events for children, especially older children, to socialize. This might involve expanding the Summer Fun programming at Wildflowers to meet the activity levels of more kids looking into a youth centre or hub in Jasper.

*There's not a whole lot of programming to keep kids busy [...] I'm thinking of programming that is not really for families but is stuff for kids to do, where parents can drop their kids off for a few hours here or there. (BC)*

## Inclusivity

The MOJ and council could take a couple of actions to make child care more inclusive in Jasper:

- **Reach out to new residents about child care.** Some participants noted that new residents to Jasper, either from other countries or elsewhere in Canada, have trouble finding child care that meets their needs. The MOJ might consider a concentrated outreach program to engage Jasper's new residents and understand their obstacles in accessing child care.<sup>25</sup>
- **Explore opportunities to provide cultural diversity in programs.** Several participants noted that increasing the focus on First Nations, Metis, and Inuit

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<sup>25</sup> The Edmonton Council for Early Learning and Care sponsored research that is intended to provide suggestions to help programs and providers assist newcomers with child care in the Edmonton region; many of these suggestions may be useful in Jasper as well. See Edmonton Council for Early Learning and Care (2021). *Inspirations for Practice and Leading*. <https://www.ecelc.ca/for-practitioners>.

(FNMI) teaching and culture could benefit Jasper's child care programs. One option for the MOJ to explore is a partnership between Wildflowers and local Indigenous organizations and Elders. On its website, the Edmonton Council for Early Learning and Care has various resources for practitioners supporting FNMI and newcomer families as well as a series focused on leadership.<sup>26</sup>

It should be noted that some of the inclusivity issues raised by participants would be difficult for the MOJ to address by itself. For example, providing adequate local medical or therapeutic services to children with special needs falls more in the realm of advocacy to the provincial government.

## Quality

Our study revealed that the quality of child care in Jasper is the category closest to the ideal future state. Nonetheless, there are options the MOJ and council can pursue to increase quality.

We should keep in mind that efforts to increase quality have the potential to conflict with the goal of creating spaces. The MOJ must consider how to maintain the quality of care in new spaces.

## Municipal licensing for private providers

One option to increase quality is for the MOJ to require child care providers who are unlicensed by the provincial government to have a municipal license. A form of this option was recently passed by Calgary city council.<sup>27</sup> The municipal license could include minimum safety standards, first-aid training requirements, and other eligibility factors the MOJ deems necessary. An ancillary benefit to such a license is that the MOJ would have information about the number of UPs and space, which it can use for planning. Another benefit is that the MOJ could play a role in connecting parents to providers with the full confidence that they are operating with a minimum level of safety and quality.

However, there is at least one drawback to a municipal license. The licensing requirements may discourage UPs from operating in Jasper at all. While this might be

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<sup>26</sup> <https://www.ecelc.ca/>

<sup>27</sup> CBC / Radio Canada (2022, 14 September). *Calgary city council votes for tougher safety standards at unlicensed day homes*. <https://www.cbc.ca/news/canada/calgary/calgary-city-council-dayhomes-1.6583327>. More on the history and process of bringing this option to the Calgary Council, including the engagement that occurred and the staff report to Council, can be found at <https://engage.calgary.ca/childcare>.

desirable for preventing lower-quality providers from operating in Jasper, it could hinder the goal of creating more child care spaces.

## Assisting ECEs with training and education

One method for increasing the quality of child care in Jasper is to increase the education and training of ECEs working or living in Jasper. The District of Tofino, for example, provides tuition assistance to some of its ECEs and even developed its own ECE training program.<sup>28</sup> The form and requirements of such assistance would vary depending on the goals of the MOJ. It may be worthwhile to explore the professional development needs of ECEs in Jasper to provide the best targeted assistance the MOJ can offer.

## Publicize opportunities from the province

There is a considerable amount of funding intended to support the professional development of ECEs in Alberta, whether from the Canada-Alberta Agreement or other sources. It is unclear what form this support might take in coming years or whether the MOJ itself will be eligible for grants to increase child care quality. To date, the province has largely offered opportunities for individual ECEs rather than municipalities or areas within the province.<sup>29</sup> The MOJ can help publicize those opportunities for ECEs in the jurisdiction and help ECEs take advantage of the opportunities.

## Find ways to train ECEs in Jasper — *locally grown*

Several participants saw potential in creating educational programs to train new or newly hired ECEs in Jasper. This could improve quality and increase the number of ECEs in Jasper.

*One of the things I'd like to do in this [education] project is [to] form a worker's cooperative with the participants so they could practice the skills that they're learning. This could be a work-integrated learning opportunity so they could learn the skills to work as an early childhood educator. (BC)*

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<sup>28</sup> Zacharias (2022).

<sup>29</sup> See, for example, Government of Alberta (2022c). *Helping early childhood educators support kids: The governments of Alberta and Canada are helping more than 3,300 educators sharpen their skills through free early childhood brain science and development training.* <https://www.alberta.ca/release.cfm?xID=84358E8DC9382-F007-FF4B-544B5E147CA5AE8C>



*Why could we not, you know, create an educational facility for individuals to become accredited. Maybe it is a six-month course where they work within our facility to be able to achieve that accreditation level. (MC)*

We should note that the way these potential programs were described by participants might not be feasible given the current ECE certification process in Alberta.

## Advocacy and leadership

### Advocate for greater affordability

The Government of Alberta holds the ability to make big changes in the affordability of child care, as well as the federal government because of the Canada-Alberta Agreement. Indeed, child care for younger children (age 0 through to Kindergarten) is set to become more affordable in the coming years with the goal of reaching a \$10/day average across the province by 2025-2026.

In the meantime, however, families in Jasper with younger and older children alike continue to face affordability issues, especially those with more than one child needing care. For some lower-income families, even \$10/day may be unaffordable, and there is no relief on the horizon for families with children in out-of-school care. Rather than tackling those issues solely with municipal funds, the MOJ and council may see more success in advocating the provincial and federal governments.

While specific advocacy tactics are beyond the scope of this report, there are several broad strategies the MOJ can pursue:

- **Understand and monitor affordability in Jasper.** Advocacy work would likely benefit if the MOJ collected information on fees that parents pay for the various child care offerings in Jasper, the income levels of parents in Jasper, the use of child care subsidies in Jasper, the perception of child care affordability in Jasper, and other relevant data.
- **Talk to the Implementation Committee about affordability in Jasper.** The Implementation Committee is a federal-provincial committee created by the Canada-Alberta Agreement that is responsible for monitoring progress toward reaching the goal of an average of \$10 per day child care across the province.<sup>30</sup>

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<sup>30</sup> Government of Canada (2021). *Canada – Alberta Canada-Wide Early Learning and Child Care Agreement - 2021 to 2026*. <https://www.canada.ca/en/early-learning-child-care-agreement/agreements-provinces-territories/alberta-canada-wide-2021.html>. Section 6, in particular, describes the Implementation Committee and its functions. At the time of writing, there is no publicly available information about the membership or activities of the Implementation Committee. It is possible that the Committee has yet to be formed.

- **Advocate in conjunction with other municipalities.** Representatives from the MOJ can, for example, raise the issue of child care affordability through organizations such as Alberta Municipalities.
- **Advocate in conjunction with Alberta-wide child care organizations** (ex. Child Care Now Alberta).

## The municipality can play a bigger role — *locally grown*

MC and MS participants suggested that the MOJ has the political will to advance child care in Jasper and is in a position to do so. They believed that the MOJ, more than any other organization, should take on the role of facilitator—for example, in creating and implementing an overarching child care strategy. One MS participant spoke about “mobilizing all the key players that would be part of implementing the strategy and then making sure we’re staying attuned to the changing needs of the community while the implementation is happening.”

*I think there’s an opportunity for council to consider whether the municipality can be a facilitator, to increase service with others. And maybe that’s through incentives of some kind, direct financial support, or investments and creating physical space. Or maybe it’s around Regulator Council that we’re doing work on getting land use and planning jurisdiction. (MC)*

Non-municipal participants also suggested the MOJ could play a bigger role in child care, whether by focusing on housing, communications, or another area.

*The municipality is in a position to get grants sometimes, so it’s important to apply for grants and try to get more housing. (PC)*

*Communication tools to let people know what’s going on would be a good resource to increase focus on. (BC)*

## Advocate for provincial funding – *locally grown*

Provincial funding is outside the control of the municipal participants, but they nonetheless expressed how they would like to see the province manage its funds to support child care. Suggestions from councillors included advocating for the province to target funds more toward those in need, provide greater compensation to ECEs, and invest in more spaces. These suggestions provide some seeds for future advocacy

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Conversations with the Implementation Committee may be particularly important for Jasper, as the Canada-Alberta Agreement calls for an average of \$10 per day child care in Alberta, which does not guarantee that child care in *Jasper* will be \$10 per day. Jasper’s input may be particularly useful in understanding the existence of regional and local variations in child care fees, and what should be done to address those variations.

efforts, particularly as the Canada-Alberta Agreement is implemented in the coming years.

## MOJ support for local community leadership initiatives

The MOJ and council could also consider convening a local early learning and child care council, perhaps similar to the Edmonton Council for Early Learning and Care (ECELC).<sup>31</sup> A Jasper council would be a standing group of members from local organizations, businesses, schools, community groups, and other organizations. Its responsibilities could involve monitoring and examining child care issues in Jasper and recommending actions for the MOJ or council to consider.

Creating an early learning and care council in Jasper could address the demand for community-based leadership expressed by some participants while ensuring child care remains top of mind for future councillors.

## Final message from the authors

At the time of writing, the most pressing issues facing child care in appear to be a lack of spaces and low flexibility among the programs that exist, but those are not the only issues.

The recommendations presented above are not a comprehensive view of all available options. Even so, they may appear daunting, especially for a small municipality. Some options may take years to fully develop and implement. Others require the support of higher levels of government, especially the Government of Alberta, or local businesses and organizations.

The strongest single recommendation the authors of this report can make is for the MOJ and council to dedicate the time and energy to discussing the report's findings and the issues raised by participants. Any discussion should, at minimum, focus on defining priorities and goals for child care in Jasper.

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<sup>31</sup> The Edmonton Council for Early Learning and Care (ECELC) provides one model that might be able to be adapted for use in Jasper. See <https://www.ecelc.ca/our-history> for an explanation of how the ECELC came to be and <https://www.ecelc.ca/about-us> to learn about the mission, vision, and membership of the ECELC.

## AGENDA ITEM 7.2

### REQUEST FOR DECISION

**Subject:** Community Conversations Annual Report, 2022  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Lisa Riddell, Community Development Manager  
**Reviewed by:** Christopher Read, Community Development Director  
**Date:** December 13, 2022



#### Recommendation:

That committee receive the Community Conversations annual report for 2022 for information.

#### Options:

That committee direct administration to bring forward additional information on any items of interest in the community conversations report to a future committee meeting.

#### Background:

On September 21, 2021, Council approved the Community Conversations Policy (A-004) which articulates Council's commitment to meaningful resident engagement to ensure that municipal services and programs remain responsive to changing community needs. Administration reported on the first quarter of Community Conversations in April 2022 and on the second quarter of Community Conversations in August 2022. Community Conversations then took place in September, October and November. In total, Community Development hosted 61 Community Conversations in 2022 (7 per month over 9 months with 2 that were cancelled due to the Chetamon wildfire and power outage). A total of 97 individuals attended at least one conversation. Between September and November 2022, 16 new individuals attended for the first time. Of the 97 total participants, 65 are non-municipal and 34 are municipal (administration or Council). Of the non-municipal participants, 34 represent a non-profit group, 13 attend as individuals, 7 represent the private sector, 5 represent a provincial or federal government agency or department and 4 represent the education sector.

Conversation Topic	Grand Total	Breakdown by quarter and type of participant								
		Jan. to March 2022			April to June 2022			Sept. to Nov. 2022		
		MOJ	Non MOJ	Total	MOJ	Non MOJ	Total	MOJ	Non MOJ	Total
Adults	95	16	23	39	11	22	33	8	15	23
Arts & Culture	70	15	11	26	12	12	24	12	8	20
Environmental Responsibility	67	15	14	29	11	11	22	9	7	16
Seniors	71	13	14	27	11	12	23	5	16	21
Early Childhood	56	12	10	22	12	10	22	8	4	12
School Age	68	16	13	29	13	10	23	11	5	16
Recreation	51	19	4	23	11	2	13	9	6	15

#### Discussion:



At Community Conversations, participants identify the changing needs of residents as well as opportunities to take action in response to those needs. A review of all trends and opportunities identified across all Community Conversations throughout the year revealed several thematic areas under which all trends and opportunities could be grouped.

- Internet and Technology
- Financial Stability
- Communication
- Diversity, Inclusion & Connection
- Use and Enjoyment of Spaces
- Access to Services & Supports
- Education and Training
- Transportation
- Environmental Responsibility

From January to April, conversations took place on Zoom. In May and June, conversations took place in-person. From September to November, conversations took place in-person with the option to zoom in. Participants were surveyed in June and again in December to gain feedback on what format they preferred. 20 surveys were collected in June and another 19 in December. 63% of respondents prefer the in-person with the option to zoom in format (hybrid) and 42% prefer in-person only. 63% of respondents prefer the time window of 2-4pm to attend conversations and 25% prefer 10-12pm. While 68% of respondents like the monthly frequency, 32% would prefer every two months. 100% of respondents agreed that the conversation format (trends, opportunities) works well. 94% of respondents agreed that the reporting system to manage flow of feedback to Council is working well. In response to these results, Community Development will offer in-person Community Conversations with the option to Zoom in going forward for 2023.

Over the past year of Community Conversations, Community Development has taken action on several opportunities identified. Not all opportunities acted upon by all participants is included in this report. In the report attached as Appendix A, you will see that work detailed in the 'Successes to Date' section. There is also a section on further opportunities for consideration. The opportunities listed there are outside of existing Municipal staff's scope, authority or budget.

The following unanticipated outcomes of Community Conversations have been noted:

- Community Conversations seem to promote cross departmental collaboration on projects/initiatives.
- Conversations offer increased interaction between Council, Municipal staff and members of the public

**Relevant Legislation:**

- [Policy A-005: Community Conversations Policy](#)
- [Policy A-004: Public Engagement Policy](#)

**Strategic Relevance:**

- Communicate and engage with residents.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Entrust our staff to develop healthy relationships with the people they serve.
- Nurture our most important relationships which are those within our organization

**Financial:**

The costs to implement the Community Conversations Policy are within the 2023 Operating Budget.

**Attachments:** Appendix A - Community Conversations Summary of Trends and Opportunities

## APPENDIX A

# COMMUNITY CONVERSATIONS SUMMARY OF TRENDS AND OPPORTUNITIES

**Prepared by:** Lisa Riddell

**Dates:** Annual Report 2022

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# INTERNET & TECHNOLOGY

## **SUMMARY OF TRENDS NOTED:**

The digital divide has become more prominent post-COVID-19. Those with access to high-speed internet and the skills to work digital devices have fared notably better. Government services have shifted to the preferred receipt of applications and appointment requests digitally and the provision of services regionally and virtually, further marginalizing individuals and families who do not have internet and who are not comfortable using digital platforms.

## **SUCCESSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- The Jasper Employment and Education Centre was successful in getting funding to increase training on using technology. They are now offering one-on-one digital literacy assistance.
- Community Outreach services assists folks with submitting on-line applications to all sorts of services and supports.
- Administration is currently looking into town wide internet to address the consistency of internet connectivity and the affordability factor.

## **FURTHER OPPORTUNITIES IDENTIFIED**

1. Consider the digital divide in programs, services and community initiatives.

# FINANCIAL STABILITY

## **SUMMARY OF TRENDS NOTED:**

The pandemic and Chetamon Wildfire and power outage has resulted in residents experiencing ongoing financial instability. The ability to pay rent, buy groceries or pay for childcare are increasingly uncertain. Unexpected family emergencies, grief and loss is also playing a role in family instability and income interruption.

## **SUCCESSES TO DATE:**

- Community Outreach Services dispersed over \$37,000 in COVID-19 relief funding and secured an additional \$35,000 for 2023-2024. Funds are for rent and utility arrears, food, medication, and specialized trauma counselling.
- The Jasper Community Team Society raises funds for the Caring Community Fund and disperses relief funding in the community through COS.
- Community Development provided space in the Jasper Activity Centre for the Community to be relocated allowing for more access year round.
- Community Development has also loaned a second fridge to accommodate the increased use of the Food Rescue Program at the Jasper Activity Centre.
- Jasper Employment and Education Centre together with the Anglican Church, have investigated cooperative or parent-owned childcare models.
- Community Development is in the final stages of launching a Library of Things out of the 'vertical room' in the Jasper Activity Centre. Gear and general household items will be included. Opening in January 2023.

## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. The Federal/Provincial Childcare Agreement is presenting challenges in Jasper, specifically for families who use part time childcare. Advocate for the role high quality childcare plays in allowing parents to work, in providing respite care for vulnerable families as well as in supporting children experiencing delays with early developmental milestones.
2. Advocate to the provincial government to implement some level of rent control in Alberta to increase the degree to which renters can predict of rent increases.
3. Advocate for the implementation of a Community Impact Assessment when development is proposed for the townsite.

# COMMUNICATION WITH RESIDENTS

## **SUMMARY OF TRENDS NOTED:**

Folks new to Jasper have a hard time figuring out the best place to find out about what is going on around town. Folks also have a lot of questions about: garbage, recycling, compost as well as how to engage with their elected officials.

## **SUCCESSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- Community Development has re-designed the Municipal website to be more user-friendly. 2023 will see further refinement using plain language principles to improve accessibility.
- There is now a Community Calendar on the website.
- In 2023, a Community Guide will be released in print version.
- The Newcomer Network is an active group where the Municipality and the Jasper Local Immigration Partnership (JLIP) can learn perspectives from immigrants on how to make information more accessible.
- The Director of Community Development is consulting with key stakeholders as the Jasper Activity Centre renovations progress.
- The customized website feedback form/service request is being widely used.
- Administration is ensuring the new website is meeting the needs of the community and used to its full potential.
- The municipality of Jasper collected input from residents on the proposed budget, Council strategic priorities, the emergency response to the Chetamon wildfire and power outage, transportation options for Jasper as well as the proposed designs for Robson and Lion's Parks.
- Community Development is working on a draft form for the website to help walk residents through expressing their thoughts to Council.

## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. Consider re-examining how the community can connect with Council and whether there are ways to make the system more inclusive/accessible.



# DIVERSITY, INCLUSION & CONNECTION

## **SUMMARY OF TRENDS NOTED:**

Loneliness and isolation were prevalent and ongoing challenges prior to the pandemic. COVID-19 only served to amplify the disconnection between co-workers, neighbours, peers and families. In the post-pandemic era, the desire for social connection through programming and events has never been higher. Recognizing this, we see that recognizing and celebrating our diverse community as well as boosting social connection and inclusion will promote recovery and resilience.

## **SUCCESSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- The first annual Community Culture Night in November saw over 400 residents take part and several cultural groups feature food, traditional clothing, art, music and traditions.
- Community Development hosted a mix and mingle following the Indigenous forum in October. 20 Indigenous partners signed up to participate in ongoing engagement with the municipality on items of mutual interest.
- Community Outreach Services and Settlement Services continue to offer programs for children and youth, adults and seniors, all of which have been informed by input from Community Conversations.
- Several grants have been obtained to increase programming.
- The Municipality collaborated with Parks Canada to host a celebration in Robson Park for National Indigenous Peoples' Day.
- The Municipality supported Parks Canada to host an observance in Commemoration Park for National Day for Truth and Reconciliation.
- The Municipality organized an *Every Child Matters* flag raising in June and September.
- Community Development put up a tent for programming in Centennial Park.
- Habitat offered families the opportunity to be part of a community mural project and a family tiles project in 2022.
- Jasper Education and Employment Centre offered a session on Creating a Culture of Respect and Gender Diversity in June.
- The Jasper Local Immigration Partnership released a survey detailing feedback from 76 local newcomers on the challenges they face and what they like most about Jasper.
- The Association of Jasper Climbers organized a gear swap to support youth.
- Community Outreach Services' Welcome event saw over 600 people attend.
- Residents can now borrow free lawn games and sports equipment from the Jasper Activity Centre for use in parks and greenspaces.
- There are now board games available at Glenda's in the Activity Centre.
- The Fitness and Aquatic Centre organized a Swim Club for kids this summer.
- Habitat is working on an cultural pass weekend initiative for 2023.

## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. Support initiatives and projects that will improve social connection in the community, especially free or low-cost options such as the Skate Park, Bike Park, Spray Park, or greenspace enhancements.
2. Seize opportunities to have professional assessments done on our organization's level of accessibility, inclusivity and cultural safety.
3. Support opportunities to celebrate diversity and promote inclusion.

# USE & ENJOYMENT OF SPACES

## **SUMMARY OF TRENDS NOTED:**

Over the past six months, participants at Community Conversations have talked about how several spaces in the community are under-utilized. It has been identified that small enhancements of parks, green spaces and municipal facilities would increase the use and enjoyment of those spaces.

## **SUCCESSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- Community Development has launched a '*Share Your Passion*' initiative that invites community members, groups and organizations to use municipal spaces.
- The Jasper Fitness and Aquatic Centre offers orientations to using the gym. They are also working on expanding this to the pool.
- Community Development is in touch with Uplift about potential walls for 2023.
- Council proclaimed Welcoming Week in September 2022 and Community Development organized many activities (some of which were cancelled due to the wildfire and power outage).
- Community Development re-designed a space in the Jasper Activity Centre into a 'Quiet Room' which can be used for diverse sensory needs as well as a quiet place for non-denominational worship. Prayer rugs can be found in the room and anyone can book it at the Jasper Activity Centre front desk.
- Mountain Makers collected data in July from local makers on what they would seek in a co-working space.
- Community Development is updating the brochure that shows municipal spaces.
- The municipality of Jasper collected input from residents on the proposed designs for Robson and Lion's park spaces.
- Habitat noted that 1500 people engaged in wellness through art engagement. Habitat also offered its large room for a co-working space.

## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. Consider factors to increase revitalization of local greenspaces that foster connection, wellbeing, inclusion and learning in decisions affecting future park space redevelopment.

# ACCESS TO SERVICES & SUPPORTS

## **SUMMARY OF TRENDS NOTED:**

When it comes to Jasper's remote location, some residents find it increasingly difficult to apply to access services and supports. The pandemic has resulted in some services switching from in-person to virtual and from local to regional. These changes have been challenging for more vulnerable individuals.

## **SUCCESSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- Several Community Development re-certified their ASSIST Suicide Prevention certification training in November.
- The Municipality of Jasper will now offer Mental Health First Aid to all staff in addition to traditional first aid and CPR.
- The Municipality's Occupational Health and Safety Committee is actively weaving in psychological health and safety into all aspects of the program.
- Habitat spent \$25,000 on community arts and artists in the re-animate the arts initiative.
- With items donated by local businesses, Community Development assembled 200 personal care packs to be given out to folks in need during summer 2022
- The Jasper Employment and Education Centre now offers support for Temporary Foreign Workers.
- Community Development supported the United Church in hosting a gathering to disseminate information for families welcoming Ukrainian nationals into their homes. Community Outreach and Settlement Services both attended.
- Community Development obtained more grant funding in November to assist with specialized trauma counselling.
- The new website provides more information on how to access other services.

## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. Consider taking Mental Health First Aid, Community Helpers Training and Cultural Safety training (trauma informed).
2. Support initiatives that aim to offer support in the wake of crisis or trauma.
3. Take opportunities to impress upon the provincial government that the centralization of intake for services and supports can present barriers.

# EDUCATION & TRAINING

## **SUMMARY OF TRENDS NOTED:**

The desire to upskill and explore continued learning increased during the pandemic. Individuals, service providers and employers continue to express a desire for training in the below areas: trauma-informed, mental health support, grief and loss, crisis response, safety in digital spaces, anxiety, Indigenous ways of being/knowing, Indigenous relations, fostering cultural safety and compassion fatigue/caregiver burnout.

## **SUCCESSSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- Jasper Employment and Education Centre has increased their programming to offer training for seniors to access and use technology.
- Community Development and Jasper Employment and Education Centre are exploring if it's feasible to offer Child Development Worker 1 in Jasper.
- Municipality of Jasper together with local Therapist, Michelle Cherniawsky, offered a session on being Trauma Informed in our work.
- Community Outreach Services offered an online Parent Conference in November in response to hearing the desire to learn about emotional regulation, work-life balance and trauma.
- Mountain Makers is looking into offering mini-sessions on different art mediums for folks to try techniques and gain new skills.
- Jasper Employment and Education Centre offered '*coping with stress*' session.
- Community Outreach Services offered numerous programs and sessions around mental health awareness during May including Mental Health kits.
- The Municipality worked in collaboration with Parks Canada to recognize National Indigenous Peoples' Day and National Day for Truth and Reconciliation.

## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. Support community initiatives that build capacity through individual and organizational growth and development.
2. Refer community members and partners to the 'Share Your Passion' initiative.

# ACCESS TO TRANSPORTATION

## **SUMMARY OF TRENDS NOTED:**

Families living in outlying properties have cited an inability to access the townsite to access things like programming, resources and schooling.

Newcomers living at the Fairmont Jasper Park Lodge as well as seasonal staff without access to a private vehicle are reporting the most difficulty.

## **SUCCESSSES TO DATE:**

- Grande Yellowhead Public School Division launched a school bus for the 2022/2023 school year with really positive feedback from users.
- The Municipality is looking into shuttle transportation options for the community as a whole that will incorporate the JPL location.
- The Municipality received a grant from Transport Canada's Active Transportation Fund to have a Feasibility Study done on developing an on-street bicycle network for Jasper. The study will be completed in 2023.



## **FURTHER OPPORTUNITIES IDENTIFIED:**

1. Participating in processes and support initiatives that advance inclusive, accessible transportation options for residents of all ages.
2. Participate in processes that assess the transportation needs of individuals and families living in outlying properties.

# ENVIRONMENTAL RESPONSIBILITY

## **SUMMARY OF TRENDS NOTED:**

Participants at Community Conversations noted that residents want to know more about how they can make environmentally responsible choices. Opportunities related to community infrastructure that support environmental responsibility (like water bottle re-fill stations, shared transportation or active transportation options) also came up. Participants raised the importance of prioritizing systems that promote reducing and reusing, supporting a more circular economy.

## **SUCCESSES TO DATE BASED ON OPPORTUNITIES IDENTIFIED:**

- Protect Our Winters sent a survey to businesses reveal a baseline of where places are at in terms of their environmental practices. From there, the group wishes to develop a system to recognize businesses that are utilizing more environmentally responsible practices.
- The Municipality overhauled the recycling and compost section of the website and developed new signage which is making its way onto compost and recycling bins around town.
- The Municipality is installing a water bottle refill station in Centennial Park and will look at incorporating stations in other parks as well.
- The Municipality is exploring opportunities to have a shuttle service between town and outlying properties.
- The Municipality will be conducting an on-street bicycle network feasibility study in 2023. The process will include community engagement.
- Community Development is launching a *Library of Things* in the Jasper Activity Centre.
- Council directed administration to explore the feasibility of undertaking all of the items under 'Further Opportunities' below. That assessment was presented to Council in October.
- Council struck a 'Food Security Working Group' that delivered recommendations to Council on how to enhance food security in Jasper. Those recommendations included a municipal position to support food security. A position that will work towards supporting food-focused groups was approved in the 2023 budget.

## **FURTHER OPPORTUNITIES:**

1. Consider the previous role of the environmental stewardship coordinator and whether that type of a role would bring value to this work again.
2. Revisit/update the community's sustainability plan (2011).
3. Consider a single use plastic and Styrofoam ban in the community.
4. Consider a waste/plastic free model for the town.
5. Develop a zero-waste policy for Jasper. Encourage residents to shop locally and bring their own take-out containers.
6. Encourage people to continue to use modes of active transportation and explore opportunities for shared transportation (like a shuttle service).
7. Create rebates for solar panels. Town of Banff offers \$750/kW up to 20kW
8. Create rebates for small energy efficiency upgrades for homes (i.e., windows, insulation, appliances).
9. Support the production of food locally - to create connections between people and the food they consume. Support food recovery efforts to divert edible food from the landfill.
10. Support the creation of an engagement/communications plan regarding environmental responsibility.
11. Host clean up events and other opportunities for residents (including children and youth) to get involved with environmental initiatives.
12. Create a sustainability map that is interactive for residents and visitors to use.
13. Create a social media channel all about environmental responsibility for Jasper.
14. Consider the creation of a positive ticket system or some sort of reward that incentivizes positive environmental practices.
15. Ensure that the recommendations from the environmental responsibility Community Conversation are delivered to Municipal Council regularly.

## YOUTH ENGAGEMENT

### **SUMMARY OF TRENDS NOTED:**

Engaging youth came up in a number of different contexts. Participants at Community Conversations talked about involving youth in initiatives that promote inclusion, wellbeing and community connection.

### **SUCCESSES TO DATE:**

- Community Outreach Services provides youth outreach programming to engage teens. Participation has never been higher (upwards of 65 participants).
- The Jasper Community Team Society fundraises for the Child and Youth Participation Fund. Community Outreach Services supported several local youth through this fund in 2022.
- Council responded to a letter from a local teen to re-purpose an underutilized space in the Jasper Activity Centre so that indoor basketball could be played.
- Fitness and Aquatic Centre partnered with the Association of Jasper Climbers to offer climbing club for youth.

## AGENDA ITEM 7.3

### REQUEST FOR DECISION

**Subject:** Community Conversations Policy A-005 Review  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Lisa Riddell, Community Development Manager  
**Reviewed by:** Christopher Read, Community Development Director  
**Date:** December 13, 2022



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#### Recommendation:

That Committee recommend Council adopt the revised Community Conversations Policy as discussed below.

#### Background:

On September 21, 2021, Council approved the Community Conversations Policy (A-005) which outlines Council's commitment to meaningful resident engagement to ensure that municipal services and programs remain responsive to changing community needs. Administration implemented the Community Conversations policy over the course of 2022. On October 25, committee directed administration to perform a review of Policy A-005 and report back to a future Committee of the Whole meeting.

#### Discussion:

Community Conversations participants were surveyed in June and again in December on format, frequency, time of day and reporting system. 20 surveys were collected in June and another 19 in December. The input from these surveys helped to inform the proposed amendments to policy A-005.

- 63% of respondents prefer the in-person with the option to zoom in. 42% prefer in-person only.
- While 68% of respondents like the monthly frequency, 32% would prefer every two months.
- 100% of respondents agreed that the conversation format (trends, opportunities) works well.
- 94% of respondents agreed that the system to manage flow of feedback to Council is working well. One participant further emphasized the value of having Councillors present at the conversations.

In response to the motion by committee on October 25, and as part of the annual review of year 1 of Community Conversations, administration is proposing the following revisions to policy A-005 Community Conversations for consideration by Council.

1. **Roles:** proposed revision to make small grammatical edits to better set expectations of what Council's role is at Community Conversations.
2. **Roles:** proposed revision to remove '*may determine via consensus what items to include in summary reports to council*'. Rationale: attendance at conversations varies too much to carry this out. Administration currently includes everything and gives the opportunity for participants to review reports to Council. Thus far, feedback is very positive on the reports going to Council.
3. **Roles:** proposed revision to add a section for indicating that administration may attend or send staff to Community Conversations as subject matter experts from time to time or as requested. Rationale: the

value of having municipal staff at Community Conversations has been noted throughout 2022 and this revision builds that component more clearly into the policy.

4. **Areas of Focus:** proposed revision to remove the recreation conversation. Rationale: recreation comes up at all of the life-stage conversations. Having a separate conversation for recreation separates potential collaborators instead of bringing them together. Recreation focused groups have expressed that coming to the life-stage conversations is more beneficial.
5. **Format:** proposed revision to remove Recreation.
6. **Information Flow:** proposed revision to report on the whole year in December instead of only September to November.
7. **Information Flow:** proposed revision to remove the 'Council to Community Conversations' section. Rationale: Council may direct administration to investigate matters raised at Community Conversations by motion passed by majority vote. The CAO will then determine how best to carry out that motion. This follows the regular municipal flow of direction from Council to CAO to administration.

#### **Relevant Legislation:**

- [Policy A-005: Community Conversations Policy](#)
- [Policy A-004: Public Engagement Policy](#)

#### **Strategic Relevance:**

##### Relationships

- Communicate and engage with residents.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Entrust our staff to develop healthy relationships with the people they serve.
- Nurture our most important relationships which are those within our organization

#### **Financial:**

The costs to implement the Community Conversations Policy are within the 2023 Operating Budget.

**Attachments:** A copy of the Community Conversations Policy with proposed revisions marked.



**Policy Title:** Community Conversations Policy

**Policy #: A-005**

**Date adopted by Council: September 21, 2021**

## 1. POLICY STATEMENT

The Municipality of Jasper recognizes the role of meaningful resident engagement to help ensure that municipal services and programs remain responsive to changing community needs.

The Municipality of Jasper is committed to engaging residents in identifying and exploring needs impacting the community and developing locally driven solutions to address those needs, through regular, facilitated *Community Conversations*.

As an addition to other communication channels and processes, *Community Conversations* are intended to facilitate dialogue and information flow: between residents; from residents to the municipality; and from the municipality to residents.

## 2. PURPOSE

The Municipality of Jasper will, by adopting this policy:

- Establish role clarity for Council, Administration and Residents participating in *Community Conversations*,
- Set out a consistent format for *Community Conversations*,
- Identify areas of focus for *Community Conversations*;
- Describe who may participate in *Community Conversations*, and;
- Define the expected information flow between *Community Conversations* and the municipality.

## 3. RELATED INFORMATION

### Membership

All residents of Jasper are welcome to participate in Community Conversations. Additionally, an individual representing an agency or organization that serves the community of Jasper is welcome to participate. This also includes anyone working on a time-limited project whose focus is on the community of Jasper. There is a short application process and individuals can apply and start participating at any time throughout the year.

### Roles

Councillors appointed to Community Conversations are expected to attend and share information on current Council topics of discussion but should not represent themselves as expressing the opinion or position of Council unless speaking to an action approved by a majority of council members via motion. Appointed Councillors ~~may are NOT expected to~~ report back to all of Council summarizing what was talked about at Community Conversations but it is not required.

1).

Administration is expected to support Community Conversations by seeking participants, engaging participants, facilitating the conversations, taking notes and ensuring a smooth flow of information from residents participating in Community Conversation through to Council and back. Administration may attend or send staff to Community Conversations as subject matter experts from time to time or as requested.

2).

Participants in Community Conversations are expected to have read and understood the Municipality's Community Conversations Policy and administrative procedures. They are not expected to facilitate, take notes or report directly to Council. Participants may choose to assist to facilitate conversations or break-out room style conversations. Participants are not prevented from presenting to Council representing themselves as individual residents of Jasper or representing a community group or external agency but

**Policy Title:** Community Conversations Policy

**Policy #: A-005**

**Date adopted by Council: September 21, 2021**

should not represent themselves as expressing an opinion on behalf of other Community Conversations participants. Participants ~~may determine via consensus what items to include in summary- will have the opportunity to review~~ reports to council, ~~or what response to provide to a matter referred to Community Conversations by council.~~

#### **Areas of Focus**

Community Conversations will be structured to support dialogue in the following focus areas:

- Social Wellbeing (by life-stage)
  - Early Childhood
  - School Age
  - Adults
  - Seniors
- Arts and Culture
- ~~Recreation~~
- Environmental Responsibility

#### **Format**

Area of Focus	Length of Conversation	Frequency of Conversation	# per year
Early Childhood	1hr	Monthly	9 (excl. Jul, Aug, Dec)
School Age	1hr	Monthly	9 (excl. Jul, Aug, Dec)
Adults	1hr	Monthly	9 (excl. Jul, Aug, Dec)
Seniors	1hr	Monthly	9 (excl. Jul, Aug, Dec)
Arts and Culture	1hr	Monthly	9 (excl. Jul, Aug, Dec)
<del>Recreation</del>	<del>1hr</del>	<del>Monthly</del>	<del>9 (excl. Jul, Aug, Dec)</del>
Environmental Responsibility	1hr	Monthly	9 (excl. Jul, Aug, Dec)

#### **Information Flow**

##### **Community Conversations to Council**

Each community conversation focus area shall provide a report summarizing the trends and opportunities identified to Committee of the Whole a minimum of three times per year. Reports shall be presented by administration using standard municipal report processes.

Report to Council	For the period covering
December (first COTW)	<del>Annual Report</del> <del>September to November</del>
April (first COTW)	January to March
July (first COTW)	April to June

##### **~~Council to Community Conversations~~**

~~Council may, via motion approved by a majority of council members at regular council or committee of the whole, choose to refer matters to a Community Conversation for feedback and community input.~~

#### **4. RESPONSIBILITIES**

##### **CAO**

- Designate administrative resources, within approved budgets to support Community Conversations.

**Policy Title:** Community Conversations Policy

**Policy #: A-005**

**Date adopted by Council: September 21, 2021**

- Approve any procedures related to the policy.

*Council*

- Budget appropriate resources to support Community Conversations.
- Ensure that a municipal councillor is appointed to participate on each *Community Conversation*.
- Receive information, recommendations from *Community Conversations'* participants.
- Establish by policy the areas of focus for *Community Conversations*.



## DIRECTOR'S REPORT

Natasha Malenchak,  
Director of Finance & Administration

September 1 – November 30, 2022

**\*Reports to September 31, 2022**

AGENDA ITEM 7.4

### Major Projects

#### Information Technology

- Relocate email server (prompted by Chetamon Wildfire, however, was on a list to complete)
- Replaced damaged equipment from lightning strike at library
- Replaced/Reconfigured damaged equipment caused by power issues/fire
- Assisted with SCADA update & Install of Win-911
- Working with Shaw to install high speed internet at operations in the next few months
- Installed replacement host server at activity center
- Replaced network infrastructure at CFS, Operations, Firehall
- Replaced several workstations
- Setup remote environment for auditors
- Update of Wi-Fi at operations should be complete in the next few weeks

#### Budget and Planning

- Priority Based Budget compiled and worked on from September until presentation held November 14 and 15, 22.
- Reserve policy rewrite.
- Disaster Recovery Program (DRP) applied to in hopes to recover costs associated with the Chetamon Wildfire Municipal Power Outage. The DRP is administered by the Alberta Emergency Management Agency (AEMA) and provides funding for incremental response costs and for the repair, rebuild, restoration of uninsurable public infrastructure, and essential services to pre-disaster functional capabilities.

#### Grants

- Tourism Relief Grant (TRF) applied to in support of our Stage upgrades and Streetscape Study in attempt to enhance tourism experience and foster economic recovery for Jasper.

### Staffing

- Incident Command System 300 taken by Finance Admins Assistant and Finance Assistant & Accounts Receivable Clerk.
- Diamond Payables new program implementation is being discussed/worked on to be more efficient in process.

### Service

#### Administration

- Utilities – September and October utility bills sent out mid-November and last billing cycle to be mailed in January 2023.

#### Assessment & Taxation

- Results from Request for Proposal for Assessment Services determined Accurate Assessment Group to be the successful proponent.

#### Paid Parking

- Detailed report to be prepared including financials early 2023.

### Communications & Engagement

- The 2023 Utility Fees Levy and Collection Bylaw will return to council in January 2023.
- 2023 Tax Rate Bylaw will return to council in April-May 2023.
- Assessment Notice to be mailed out by May 15, 2023.
- 2023 Tax Notices to be mailed out by June 15, 2023, and payments due by July 17, 2023.





MUNICIPALITY OF JASPER  
**2022 Operating Budget**  
**Summary of All Units**

For the Nine Months Ending Friday, September 30, 2022

	YTD 2022	Budget	Variance
<b>Revenue:</b>			
Finance & Administration - Revenue	16,525,335	18,574,731	2,049,396
Legislative & Protective Services - Revenue	801,567	1,251,201	449,634
Operations - Revenue	4,185,830	7,444,449	3,258,618
Community Development - Revenue	2,960,445	4,001,980	1,041,535
<b>Total Revenue</b>	<b>24,473,177</b>	<b>31,272,361</b>	<b>6,799,183</b>
<b>Expense:</b>			
Finance & Administration - Expense	5,501,029	10,892,214	5,391,185
Legislative & Protective Services - Expense	1,924,638	2,910,724	986,086
Operations - Expense	5,946,422	10,024,450	4,078,028
Community Development - Expense	4,413,937	7,444,973	3,031,036
<b>Total Expense</b>	<b>17,786,025</b>	<b>31,272,361</b>	<b>13,486,336</b>
<b>Net Surplus/(Deficit):</b>			
Finance & Administration - Net Surplus/(Deficit)	11,024,306	7,682,517	(3,341,789)
Legislative & Protective Services - Net Surplus/(Deficit)	(1,123,071)	(1,659,524)	(536,453)
Operations - Net Surplus/(Deficit)	(1,760,591)	(2,580,001)	(819,410)
Community Development - Net Surplus/(Deficit)	(1,453,492)	(3,442,993)	(1,989,501)
<b>Total Net Surplus/(Deficit)</b>	<b>6,687,152</b>	<b>0</b>	<b>(6,687,153)</b>



## MUNICIPALITY OF JASPER Capital Expense Report

For the Nine Months Ending Friday, September 30, 2022

	YTD 2022	2022 Budget	Variance	Carry Forward? Y/N	Notes
<b>Housing/Lot Servicing</b>					
6-12-01-21-203 Housing- Affordable Housing Initiative	32,043.50	200,000.00	167,956.50		
6-12-01-21-611 Housing- JCOS Utility Dev- Parcel Servicing GB	412,584.28	1,000,000.00	587,415.72	N	Complete and under budget
6-12-01-21-612 Housing-JCOS Utilit Dev- Parcel Servicing GC	518,661.42	1,500,000.00	981,338.58	N	Complete and under budget
<b>IT</b>					
6-12-01-22-630 Network Accessible Storage & Server	28,976.25	42,000.00	13,023.75	N	In progress. Server shipped mid october
6-12-01-22-633 Network Infrastructure Upgrades	2,775.53	20,000.00	17,224.47	N	Finishing up last few projects
<b>Administration</b>					
6-12-01-21-202 Admin- Budget Review	4,322.14	20,000.00	15,677.86	N	Will be complete in 2022
6-12-01-22-632 Paper Shredder	4,599.99	8,000.00	3,400.01	N	Complete and Under Budget
6-12-01-21-630 Admin- Virtual City Hall		40,000.00	40,000.00	N	With Reference checks-Administration has decided not to proceed based on cost/value provided
6-12-01-21-631 Admin- Asset Management Software		25,000.00	25,000.00	N	Request in 2024
6-12-01-21-632 Admin- Roof access, Fall protection, Key system		22,500.00	22,500.00	N	Request in 2024
6-12-01-22-620 Office/Meeting Space Design & Construction		150,000.00	150,000.00	N	Request in 2024
6-12-01-22-631 Asset Management Software		45,000.00	45,000.00	N	Request in 2024
<b>Protective Services</b>					
6-23-01-21-636 Fire- ESB Boiler and DHW Replacement	1,150.00	150,000.00	148,850.00	N	June 14, 22 motion to increase budget to \$190,000 to be complete in 2022
6-23-01-22-630 Gear storage lockers	11,803.75	13,000.00	1,196.25	N	Will be complete in 2022
6-23-01-22-650 Command Fleet	10,787.82	100,000.00	89,212.18	Y	WIP
6-23-01-22-651 Engine 2 Replacement	61,983.29	350,000.00	288,016.71	Y	WIP
6-23-01-21-610 Fire- Replace front sidewalk/parking plugs		40,000.00	40,000.00	N	Rescoped in 2023 Budget
6-23-01-21-620 Fire- Training Room Reno		20,000.00	20,000.00	N	Rescoped in 2023 Budget
6-23-01-21-632 Fire- Roof access, fall protection, key system		22,500.00	22,500.00	Y	With Budget Increase Recommended
6-23-01-22-631 Keyless Entry System		30,000.00	30,000.00	N	Removed by SLT
<b>Operations General</b>					
6-31-01-21-630 Maintenance- Roof Access improvements		12,500.00	12,500.00	Y	With Budget Increase Recommended
6-31-01-21-631 Maintenance- Lock out tag out panel for buildings		5,000.00	5,000.00	N	Will be complete in 2022
6-31-01-21-632 Maintenance- Roof Safety Fall Restraint Protection		5,000.00	5,000.00	Y	With Budget Increase Recommended
6-31-01-21-631 Ops- Used Oil and Filter storage		25,000.00	25,000.00	N	Will be complete in 2022
<b>Roads</b>					
6-32-02-22-631 Parking Meters	21,603.30	20,000.00	(1,603.30)	N	Complete, slightly overbudget due to changes in market
6-32-02-22-610 Road Repair	177,277.80	200,000.00	22,722.20	N	Complete
6-32-02-21-202 Roads- Operations Service Review		10,000.00	10,000.00	N	Removed by SLT
6-32-02-21-612 Roads- Storm Drainage		4,809.00	4,809.00	N	Removed by SLT
6-32-02-22-611 Sidewalk Replacement/Repair		30,000.00	30,000.00	N	To be done in 2022
6-32-02-22-612 Green Alley		10,000.00	10,000.00	N	Will be under budget
6-32-02-22-630 Loader		400,000.00	400,000.00	N	Will be here by early November, significantly under budget at
6-32-03-00-201 Wayfinding Signage		30,000.00	30,000.00	N	To be done in 2022
<b>Water</b>					
6-41-01-21-630 Water- Annual Valve Replacement	35,000.00	35,000.00	0.00	N	Complete
6-41-01-21-633 Water- Hydraulic modelling	52,599.90	90,000.00	37,400.10	Y	Model is complete. Adjustements and further calibration required
6-41-01-22-630 Annual Valve Replacement Program	32,867.52	150,000.00	117,132.48	N	Ongoing project. Our planned projects did not go ahead. Some bids came in way over what we determined
6-41-01-22-631 Annual Hydrant rebuilds - 20 units per year	5,826.09	55,000.00	49,173.91	N	Ongoing, waiting for invoicing. Amount will be spent in full
6-41-01-22-632 Water Access Control	13,224.01	50,000.00	36,775.99	Y	WIP
6-41-01-21-202 Water- Operations Service Review		30,000.00	30,000.00	N	Removed by SLT
6-41-01-21-635 Water- Commercial Water Meter Replacement		250,000.00	250,000.00	N	Moved to 2024 Budget
6-41-01-22-635 Residential water meter upgrade		800,000.00	800,000.00	N	Moved to 2024 Budget
6-41-01-22-650 Service Van (Replacement)		70,000.00	70,000.00	Y	Vehicle is on order since april 2022, delivery date is february 2023
<b>Sewer</b>					
6-42-01-21-203 Sewer- WWTP Annual Capital Requirement	320,604.42	3,341,372.68	3,020,768.26	Y	WIP
6-42-01-21-610 Sewer- Abandon Trailer Park Manholes	10,600.00	30,000.00	19,400.00	N	Project completed. We did less reclamation than planned as most manholes were already abandoned.
6-42-01-21-611 Sewer- Sanitary RV disposal portin of S Block	28,279.20	440,000.00	411,720.80	N	Projects initiated. Project completion estimated to be december
6-42-01-21-631 Sewer- Main line camera for structural assessment	7,844.60	125,000.00	117,155.40	N	Camera purchased in 2021 with a few final items in early 2022
6-42-01-22-203 WWTP Annual Capital Requirement	4,863.68	1,418,000.00	1,413,136.32	Y	WIP Projects initiated.
6-42-01-22-630 Lateral Downsize Repairs	25,317.15	180,000.00	154,682.85	Y	Inspections done in may 2022. 7 repairs will occur this year and another 10 next year.
6-42-01-22-632 Sewer Flow Meter	33,925.30	150,000.00	116,074.70	Y	Project on hold, asking for more funds to complete as bids came in at \$280,000
6-42-01-22-633 Sanitary Hydraulic modeling	46,917.39	100,000.00	53,082.61	Y	Model is complete. Adjustements and further calibration required
6-42-01-21-202 Sewer- Operations Review		30,000.00	30,000.00	N	ongoing discussion on scope of this project and what to include.
6-42-01-22-631 Triaxle pup		50,000.00	50,000.00	N	
<b>Solid Waste</b>					
6-43-01-22-630 Garbage Bin Replacement Program	38,704.70	60,000.00	21,295.30	N	To be done in 2022
6-43-01-21-202 Garbage- Operations Service Review		40,000.00	40,000.00	Y	To be done in 2023
<b>Grounds</b>					
6-72-10-21-636 Ball diamond bleachers (x2)	17,229.00	27,000.00	9,771.00	N	Complete
6-72-10-22-203 Hazardous/fruit trees maintenance	27,755.00	30,000.00	2,245.00	N	Complete
6-72-10-22-641 Lion's Park Refurbishment Plan	3,500.00	10,000.00	6,500.00	N	To be complete in 2022
6-72-10-22-642 Robson Park Refurbishment Plan	3,500.00	10,000.00	6,500.00	N	To be complete in 2022
6-72-10-21-202 Grounds- Operations Service Review		10,000.00	10,000.00	N	Removed by SLT
6-72-10-21-621 Log Cabin portion of renovations		200,000.00	200,000.00	Y	Suggested Budget Increase of 20,000
6-72-10-22-631 Memorial Bench Program		15,000.00	15,000.00	N	To be complete in 2022
6-72-10-22-640 Skatepark		927,500.00	927,500.00	Y	Carry Forward with Council Direction
<b>Municipal Housing</b>					
6-67-12-00-620 Municipal Housing Repairs	24,525.34	40,000.00	15,474.66	N	To be complete in 2022
6-67-14-22-620 Cabin Creek Housing Repairs		50,000.00	50,000.00	N	To be complete in 2022

	YTD 2022	2022 Budget	Variance	Carry Forward? Y/N	Notes
<b>Activity Centre</b>					
6-72-06-21-620 Activity Centre - Renovations Design and Eng	119,702.07	300,000.00	180,297.93	Y	With Budget Increase Recommended
6-72-06-22-620 Activity Centre Portion of Renovation	1,587.00	1,975,294.00	1,973,707.00	Y	With Budget Increase Recommended
6-76-06-22-632 Building cameras		36,000.00	36,000.00	Y	With Budget Increase Recommended
6-76-06-22-633 Security System		60,000.00	60,000.00	Y	With Budget Increase Recommended
6-76-06-22-634 Keyless entry for all buildings		24,000.00	24,000.00	Y	With Budget Increase Recommended
6-72-06-00-639 C&R- Automatic Door Openers		15,000.00	15,000.00	Y	With Budget Increase Recommended
6-72-06-01-610 Parking Lot (remove large planters, add parking)		10,000.00	10,000.00	Y	With Budget Increase Recommended
6-72-06-21-621 Act Ctr- Mechanical Room fire Stopping		20,000.00	20,000.00	Y	With Budget Increase Recommended
6-72-06-21-632 Act Ctr- Roof access, Fall protection, Key system		22,500.00	22,500.00	Y	With Budget Increase Recommended
6-72-06-22-201 Capital Project Manager/Contract		72,000.00	72,000.00	Y	With Budget Increase Recommended
6-72-06-22-610 Parking Lot		12,000.00	12,000.00	Y	With Budget Increase Recommended
6-72-06-22-621 Curling Rink Envelop Repairs		60,000.00	60,000.00	Y	With Budget Increase Recommended
6-72-06-22-622 Removal of Heater Lines		48,000.00	48,000.00	Y	With Budget Increase Recommended
6-72-06-22-623 Curling Rink Air Supply and Dehumidification		270,000.00	270,000.00	Y	With Budget Increase Recommended
6-72-06-22-624 Mechanical Room Fire Stopping		24,000.00	24,000.00	Y	With Budget Increase Recommended
6-72-06-22-625 Storage Room in New Multi Purpose Space		60,000.00	60,000.00	Y	With Budget Increase Recommended
6-72-06-22-630 Rooftop Unit		36,000.00	36,000.00	Y	With Budget Increase Recommended
6-72-06-22-631 Facility Door Replacement		36,000.00	36,000.00	Y	With Budget Increase Recommended
6-72-06-22-635 Kitchen equipment replacement		22,500.00	22,500.00	Y	With Budget Increase Recommended
6-72-06-22-639 Automatic Door Openers		54,000.00	54,000.00	Y	With Budget Increase Recommended
<b>Arena</b>					
6-76-07-04-620 Design, permits, tender and contingency, ice plant	21,544.80	150,000.00	128,455.20	Y	In progress and will need to carry over to 2023, Contract initiated
6-76-07-22-620 Arena Portion of Renovation (Construction)		2,837,262.00	2,837,262.00	Y	In progress and will need to carry over to 2023
6-76-07-04-622 Arena - Ice Plant & Condenser Move & Rebuild	6,024.00	3,712,550.50	3,706,526.50	Y	In progress and will need to carry over to 2023, Contract initiated
6-76-07-21-620 Arena portion of renovations	84,568.49	450,000.00	365,431.51	Y	In progress and will need to carry over to 2023
6-76-07-21-631 Arena- Glass Lift	8,334.99	10,000.00	1,665.01	N	Complete and under budget
6-76-07-22-630 Sound system components	592.87	12,000.00	11,407.13	Y	Parts ordered however still not available due to global issues
<b>Fitness &amp; Aquatic Centre</b>					
6-77-08-21-201 F&A- Structure review	37,049.00	200,000.00	162,951.00	Y	With Budget Increase Recommended
6-77-08-21-620 Aquatic portion of Renovations	41,701.88	168,990.00	127,288.12	Y	With Budget Increase Recommended
6-77-08-22-635 Weight Room Benches	1,584.59	12,000.00	11,487.77	N	Complete and under budget
6-77-08-22-636 Non cardio fitness equipment	12,941.37	25,000.00	12,058.63	N	Complete and under budget
6-77-08-21-630 F&A- Main Mechanical Room Boiler Design		40,000.00	40,000.00	Y	With Budget Increase Recommended
6-77-08-22-620 Aquatic Portion of Renovation Construction		937,416.00	937,416.00	Y	With Budget Increase Recommended
6-77-08-22-621 Main Mechanical Room Air Supply		300,000.00	300,000.00	Y	With Budget Increase Recommended
6-77-08-22-622 Main Mechanical Room Fire Stopping		18,000.00	18,000.00	Y	With Budget Increase Recommended
6-77-08-22-623 Asbestos Exterior Finishes Abatement and Replaceme		240,000.00	240,000.00	Y	With Budget Increase Recommended
6-77-08-22-631 Valve Exercise program		18,000.00	18,000.00	Y	With Budget Increase Recommended
6-77-08-22-632 Domestic hot water tanks x2		48,000.00	48,000.00	Y	With Budget Increase Recommended
6-77-08-22-633 Sump pump replacement for backwashes		20,000.00	20,000.00	Y	With Budget Increase Recommended
6-77-08-22-634 Washers and Dryers x2 each		10,000.00	10,000.00	Y	To be done at time of renovations to ensure correct fit/installation
<b>Daycare</b>					
6-53-01-22-620 Daycare interior and exterior windows		20,000.00	20,000.00	Y	With Budget Increase Recommended
6-53-01-22-640 Daycare yard Astro Turf		25,000.00	25,000.00	N	Move to 2024 Budget with Budget increase Recommended
6-53-01-22-641 Daycare yard drainage		250,000.00	250,000.00	N	
<b>Municipal Buildings</b>					
6-67-14-21-620 Cottage Clinic Interior and Exterior Repairs		10,000.00	10,000.00	N	To be complete in 2022
6-74-01-21-620 Library- Exterior Wood Refinishing		20,000.00	20,000.00	N	To be complete in 2022
6-74-01-21-621 Library- Basement Window Concrete Lintel Repairs		15,000.00	15,000.00	Y	With Budget Increase Recommended
6-74-01-21-622 Library- Site Drainage and Egress Improvements		20,000.00	20,000.00	Y	With Budget Increase Recommended
6-74-01-22-630 Generator Library		40,000.00	40,000.00	N	Move to 2024 with suggested Budget increase Recommended
<b>Total Capital Expense</b>	<b>2,357,283.43</b>	<b>26,130,694.18</b>	<b>23,774,483.11</b>		

## AGENDA ITEM 7.5

### REQUEST FOR DECISION

**Subject:** Reserve Policy

**From:** Bill Given, Chief Administrative Officer

**Prepared by:** Natasha Malenchak, Director of Finance & Administration

**Date:** December 13, 2022

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#### Recommendation:

- That Committee recommend Council approve Reserve Policy (B-112) and Schedule A (Reserve Descriptions) as presented.

#### Alternatives:

- That Committee recommend Council approve the Reserve Policy and Schedule A with the following amendments.... (List amendments)
- That Committee direct administration to revise the Reserve Policy and Schedule A based on the discussion today and return to a future committee of the whole meeting.

#### Background:

[Policy B-012, the existing Debt Reserve Limits policy](#) , was adopted by council on September 7th, 2010.

Policy B-112, was presented at the Committee of the Whole meeting on October 11th, 2022, and MOTION was given by Councillor Hall that Committee receive the draft Reserve Policy (B-112) as amended as discussed at the October 11, 2022, Committee of the Whole meeting; and

That Committee direct Administration to return to a future committee of the whole with Schedule A: Reserve Descriptions.

Aside from the name, policy B-012 is vague and warrants more focus and procedures. Debt limits should be separate and written in context of its own policy at a later date.

Reserve types, descriptions, uses, funding sources and limits shall be as outlined in the Administrative Procedures attached to this Policy following the adoption of this policy by council.

A review of reserves shall be included in the annual external audit of Council's financial operations, carried out by an independent and qualified auditor appointed by Council.

Administration recommends B-012 be refocused to speak directly to Reserves solely and a separate policy to focus on Debt Limits. On that basis, the attached draft has removed items related to debt with the expectation that the current and newly revised policies shall be specific to their purpose.

At a high level, the draft Reserves policy is intended to provide a forum for council to describe its expectations around the internal controls that should be maintained to ensure that municipal money is well-managed,



adequately controlled, and spent only as approved by council. Additionally, the policy sets the standards of reporting council wishes to ensure that accurate and timely information is available for decision-making for future needs.

Administration is presenting the policy in draft form for consideration after COTW wished to see upcoming budget prior to making a final recommendation to council.

### **Discussion:**

Alberta municipalities have several legislated purposes, including “to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or part of the municipality” (*Municipal Government Act (MGA), s. 3(b)*). To provide such services, municipalities are responsible for purchasing, constructing, operating, and maintaining infrastructure. The type and size of a municipality’s infrastructure responsibilities can range from relatively small pieces of equipment to multi-million-dollar assets. In general, a municipality has three options to pay for such infrastructure and service delivery responsibilities: taking on debt, spending as revenue is gathered, or setting aside a portion of revenue to save for large projects.

A common approach for municipalities to finance large-scale projects is to gradually set aside a small portion of its revenues over multiple years to pay for new infrastructure projects or replacement of current assets. This is because municipalities have limited revenue sources (primarily property taxes, user fees/levies and grants provided by other levels of government), and limited ability to take on debt to finance large-scale projects (municipalities are limited to accumulating debt in the amount of 1.5 times their prior year revenue). This approach minimizes the use of financing, which allows municipalities to stay within debt limits and ultimately saves municipal taxpayers money by reducing interest costs. In a municipal context, funds set aside for such projects are known as “reserves” or “restricted surplus.” Setting aside reserves to plan for future costs is a common municipal finance best practice; it is a responsible and proactive approach. Reserve funds should not be perceived as a measure of a municipality’s wealth, as it may be the product of many years of saving and advance planning to fund projects identified in a municipality’s long- range capital plan.

Reserves are a way to pay for the construction or purchase of assets in the future, and to fund asset depreciation to ensure aging infrastructure can be maintained to continue providing necessary levels of service. There are two broad categories of financial reserves used by municipalities:

**Reserves** are best described as a savings account held by a municipality to use for expenses incurred at a later date. Funds from a reserve could be used to repair or replace an asset that fails unexpectedly, or simply to give council flexibility to allocate funds to future projects as needs arise.

**Restricted reserves** are funds collected by a municipality under specific provisions within provincial legislation that requires those funds and any interest earned from the investment of the funds to be accounted for separately from others and limits their use to the purpose for which they were collected. (Alberta MGA Section 648)

The attached 'Schedule A' provides administration’s advice on the structure of reserves for the municipality and addresses items such as:

- The overall purpose of the each reserve;
- The source of funds for each reserve;

- Guidelines for when and how each reserve can be accessed;
- Recommendations for contributions to each reserve; and
- Formulas for determining optimal balances for each reserve, if applicable.

Administration believes the proposed reserves appropriately address both our obligations under the MGA as well as prudent fiscal management.

**Relevant Legislation:**

- [Policy B-012 Debt Reserve Limits policy \(2010\)](#)
- [Policy B-012 Debt Reserve Limits administrative procedures \(2010\)](#)

**Strategic Relevance:**

- Build our internal capacity to advance our housing priorities.
- Invest in infrastructure to support housing.
- Proactively plan for and invest in the maintenance and management of our natural assets and built infrastructure
- Increase opportunities for active transportation and transportation alternatives.
- Ensure residents receive quality service that provides strong value for dollar.

**Financial:**

There are no immediate financial costs of adopting the policy.

**Attachments:**

- Draft B-112 Reserve Policy
- Schedule A-Reserve Descriptions

**Policy Title:** Reserve Policy

**Policy #** B-112

**Effective Date:** , 2022

**Date adopted by Council:** , 2022



## 1. POLICY STATEMENT

The Municipality of Jasper is committed to prudent business practices which ensure the long-term financial stability and flexibility of the Municipality by maintaining Financial Reserves that:

- Enhance the Municipality's financial strength;
- Support cash flow management and flexibility.
- Achieve Council Strategic Priorities,
- Enable property tax and utility levy stabilization;
- Reduce the need for debt financing;
- Allow saving for future funding requirements; and
- Provide a foundation for provision of consistent service delivery.

## 2. PURPOSE

The purpose of this policy is to maintain consistent standards and guidelines for the management of reserves and execution of reserve transactions, and to ensure that all reserve transactions are approved by Council.

## 3. GUIDING PRINCIPLES

- 3.1 All Operating and Capital Reserve funds must be fully described and include a purpose, source of funding, minimum level, optimum or target level.
- 3.2 The establishment of a new Reserve, which will require a new Reserve Description, must be approved by Council.
- 3.3 Reserve Descriptions for all Reserve Funds shall be attached to this policy as Schedule A.
- 3.4 Council will approve all Reserve Transactions by:
  - Approval of the annual Operating or Capital budget;
  - A carryover project that was contained in an approved Operating or Capital budget; or
  - A Council resolution.
- 3.5 Draws from Reserves must not exceed the fund balance.
- 3.6 Interest earned on Reserve Fund investments shall be added to the funds.

## 4. FINANCIAL REPORTING

- 4.1 Regular reporting on the Reserves will occur at a minimum of twice annually.
- 4.2 The Consolidated Financial Statements of the Municipality report Reserves within accumulated surplus, along with equity in tangible capital assets and unrestricted surplus (deficit).

## 5. RESPONSIBILITIES

### **Council**

- Review and consideration of reserve contributions in the annual budgeting process
- Review and consider redesignation and/or release of reserves
- Review and receive reserve reporting twice annually
- Review and approve any revisions to this Policy.

### **CAO**

- Review and approve any procedures related to this policy.
- Implementation and enforcement of this policy.

### **Director of Finance and Administration**

- Prepare and present annual operating and capital budgets.
- Prepare and present reserve reporting twice annually.
- Prepare and present year end annual surplus transfers.
- Recommend policy and procedure changes.

### **Directors and Managers**

- Carry out the policy based on established procedures.

## 6. DEFINITIONS

**“Financial Reserve”** an effective tool to support municipal asset management planning, as they allow for funds to be set aside to manage assets throughout their lifecycle. Municipal financial reserves are not a measure of wealth, but rather are a planning tool.

**“Municipality”** means the corporation of the Municipality of Jasper.

**“Funds”** means a sum of money saved or made available for a particular purpose. They are either budgeted, owing, collected, received, or held by any person for the benefit of the municipality, or held by the municipality in trust.

**“Capital Reserves”** means the portion of unrestricted net assets that Council has designated to acquire or construct new Capital assets and replace and rehabilitate major Capital infrastructure as required.

**“Operating Reserves”** means the portion of unrestricted net assets that Council has designated for use in:

- a) Emergencies to sustain financial operations for a reasonable period in the event of significant and unanticipated, unbudgeted increases and/or losses in operating revenues,
- b) Funding budgeted contingencies for non-emergent but unpredictable revenues, volatile expenditures and unanticipated opportunities or challenges; and/or
- c) Funding for the mitigation of tax rate increases.

**“Restricted”** means a reserve (Operating or Capital) of money that can only be used for specific purposes.

**“Optimal Balance”** The minimum committed and maximum recommended balance for the Reserve as approved by Council.

**“Redesignation of Reserve Funds”** The process to change the purpose of Reserved funds from one Reserve to another through Council Approval Process.

**“Release of Reserve Funds”** Reserve funds for which the purpose has been fulfilled or changed and is consequently closed. Any funding resulting from the release of a Reserve will be identified for redesignation to another Reserve or general surplus.

**“Reserves”** are created when funds are set aside (designated) for a future purpose. Funds within a Reserve are



restricted to the use described in the approved Reserve Description.

**“Reserve Description”** is a listing of Reserve Descriptions is found in Schedule “A” of this policy. Each Reserve Description contains the following:

- The overall purpose of the Reserve;
- The source of the Reserve funds;
- When the Reserve can be accessed (the application);
- Minimal annual contribution; and
- Optimal Balance formula, if applicable.

**“Reserve Transactions”** The following activities are considered a Reserve Transaction:

- Contributions to the Reserve from internal or external sources;
- Withdrawals from the Reserve to fund expenditures;
- Redesignation of the Reserve Funds;
- Release of the Reserve Funds.

## **7. ATTACHMENTS:**

- Schedule “A” Reserve Descriptions

## Schedule A – Reserve Descriptions

Annual General Capital Reserve	
<u>Purpose / Guidelines</u>	The Annual General Capital Reserve supports municipal capital projects or purchases through one calendar year. Funds are not intended to be held in the reserve and carried over year to year unless explicitly approved by council as a “carry-forward” item in the capital budget.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Annual Transfer from general municipal operating revenue</li> <li>• Unexpended Annual General Capital Reserve funds at year-end prior (unless Council approves a “carry-forward”)</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• Annual contributions in to the reserve will be equal to the amount required to fund the capital plan as approved by council.</li> </ul>
<u>Target Balance</u>	N/A

Fixed Assets Reserve	
<u>Purpose / Guidelines</u>	The Fixed Assets Reserve supports future and large-scale projects for; Municipal Buildings; Machinery and Equipment; Roads, Sidewalks, Parking Lots and/or Streetscape elements; Grounds and/or Cemetery. The Fixed Assets Reserve shall not fund water, wastewater, garbage or recycling projects.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Annual Transfer from general municipal operating revenue</li> <li>• Annual Operating Surplus</li> <li>• Sales of Fixed Assets</li> <li>• Interest from the reserve</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• The annual transfer from general municipal operating revenue shall be equal to no less than 1.4% of the Net Book Value of the municipality’s Tangible Capital Assets.</li> <li>• 50% of any Annual Operating Surplus shall be contributed to the reserve.</li> <li>• 100% of the proceeds from any sale of fixed assets shall be contributed to the reserve.</li> </ul>
<u>Target Balance</u>	\$3,500,000 - \$7,000,000 (one-two year capital renewal as per recommendations of Strategic Asset Management Study 2015)

<b>Fleet Reserve</b>	
<u>Purpose / Guidelines</u>	The Fleet Reserve supports the future needs and ongoing replacement of the municipality's fleet including heavy and light duty vehicles and fire response vehicles.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Annual Transfer from general municipal operating revenue</li> <li>• Sales of Fleet Assets</li> <li>• Interest from the reserve</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• The annual transfer from general municipal operating revenue shall be equal to no less than 0.35% of the Net Book Value of the municipality's Tangible Capital Assets.</li> <li>• 100% of the proceeds from any sale of fleet assets shall be contributed to the reserve.</li> </ul>
<u>Target Balance</u>	\$650,000-\$1,030,000 (one-two year capital renewal as per recommendations of Strategic Asset Management Study 2015)

<b>Community Housing Reserve</b>	
<u>Purpose / Guidelines</u>	The Community Housing Reserve acts as a "savings account" to support future contributions toward the development and construction of new community housing projects.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Annual Transfer from general municipal operating revenue</li> <li>• Annual Operating Surplus</li> <li>• Interest from the reserve</li> <li>• Sales of Housing Assets</li> <li>• Contributions from external parties</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• The annual transfer from general municipal operating revenue shall be equal to \$10 for each resident of the municipality according to the federal census.</li> <li>• 10% of any Annual Operating Surplus shall be contributed to the reserve.</li> <li>• 100% of the proceeds from any sale of housing assets shall be contributed to the reserve.</li> </ul>
<u>Target Balance</u>	Maximum \$2,500,000

<b>Public Transportation Reserve</b>	
<u>Purpose / Guidelines</u>	The Public Transportation reserve supports the development of public transportation solutions identified in the 2022 Public Transportation Study and may be used for the initial purchase of capital items and/or operational subsidies.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Paid Parking Revenue</li> <li>• Payments in Lieu of Parking</li> <li>• Profit from municipally operated public transportation services</li> <li>• Interest from the reserve</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• An amount equal to 10% of Paid Parking Revenue from the prior year shall be contributed to the reserve</li> <li>• 100% of any payments in Lieu of Parking shall be contributed to the reserve.</li> <li>• 100% of any revenue after expenses from municipally operated public transportation services shall be contributed to the reserve.</li> </ul>
<u>Target Balance</u>	N/A

<b>Financial Stabilization Reserve</b>	
<u>Purpose / Guidelines</u>	The Financial Stabilization reserve assists in mitigating the impact of unforeseen events or planned fluctuations in activity on municipal property taxes. The fund also supports preparation for future costs that do not occur annually. Funds are set aside for the future expense to lessen one time spike in a given fiscal year and can be associated with training, elections, travel and special projects related to council to name a few. They may also be used to offset additional costs incurred do to an above average snow year or increase in legal fees as examples.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Annual Transfer from general municipal operating revenue</li> <li>• Annual Operating Surplus</li> <li>• Interest from the reserve</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• The annual transfer from general municipal operating revenue shall be reviewed and approved by council during the annual operating budget.</li> <li>• 40% of any Annual Operating Surplus shall be contributed to the reserve.</li> </ul>
<u>Target Balance</u>	<p>\$2,000,000-\$4,000,000</p> <p>The fund should be equal to 1-2 months of operating expense for the municipality.</p>



<b>Utility Operating Reserve</b>	
<u>Purpose / Guidelines</u>	The Utility Operating reserve assists in mitigating the impact of unforeseen events or planned fluctuations in activity on utility rates.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Annual Utility Operating Surplus</li> <li>• Interest from the reserve</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• 100% of any Annual Utility Operating Surplus shall be contributed to the reserve.</li> </ul>
<u>Target Balance</u>	\$500,000-\$1,000,000 The fund should be equal to 1-2 months of utility operating expense.

<b>Utility Capital Reserve</b>	
<u>Purpose / Guidelines</u>	The Utility Capital Reserve supports future and large-scale projects for the municipal water and wastewater systems.
<u>Funding Source(s)</u>	<ul style="list-style-type: none"> <li>• Revenue from utility billing “Capital Charge”</li> <li>• Unexpended Utility Capital Reserve funds at year-end prior (unless Council approves a “carry-forward”)</li> <li>• Interest from the reserve</li> </ul>
<u>Contribution Formula</u>	<ul style="list-style-type: none"> <li>• 100% of the revenue from Capital Charges</li> </ul>
<u>Target Balance</u>	\$1,670,000-\$3,340,000 (one-two year capital renewal as per recommendations of Strategic Asset Management Study 2015)

## AGENDA ITEM 7.6

### REQUEST FOR DECISION

**Subject:** Clean Energy Improvement Program (CEIP)  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Faraz Khan, Municipal Energy Manager  
**Reviewed by:** Bill Given, Chief Administrative Officer  
**Date:** December 13, 2022



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#### Recommendation:

That committee direct administration to work with Alberta Municipalities and develop the following and present them at a future committee of the whole meeting

- A Clean Energy Improvement Program business case for Jasper
- Draft Clean Energy Improvement Tax bylaw

#### Background:

On October 25, 2022, the Committee of the Whole directed administration to “return to a future Committee of the Whole meeting with a report on the Clean Energy Improvement Program and Property Assessed Clean Energy (PACE) legislation”.

On November 9, 2022, the administration attended the CEIP 101 session and gathered additional information on implementation of CEIP at The Municipality of Jasper.

#### Discussion:

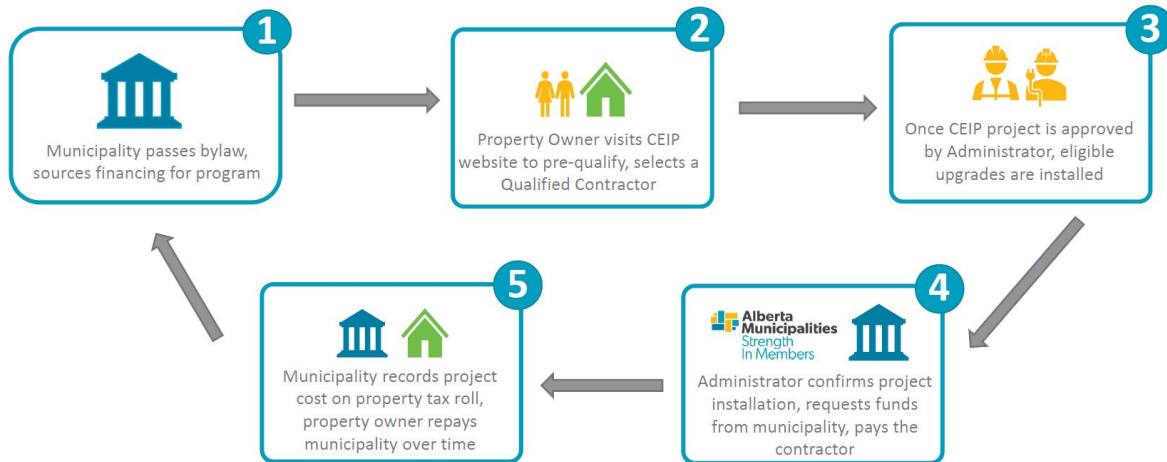
CEIP is an innovative financing program that municipalities can offer to their property owners to support the installation of energy efficiency and renewable energy upgrades. CEIP is known as Property Assessed Clean Energy (PACE) in other jurisdictions. CEIP is a municipal program and Alberta Municipalities is the central Program Administrator in Alberta.

Through CEIP, property owners borrow funds from their municipality to pay for energy efficiency and renewable energy upgrades on their properties. They then pay the money back, over time, through their municipal property tax bill. Different from other financial instruments, the repayment mechanism (i.e., the clean energy improvement tax) is tied to the property and not the property owner. When the property owner sells their home or business, the new owner takes over the CEIP repayment and benefits from the energy cost savings of the upgrades.

Benefits of the program:

- When the program is launched, Alberta Municipalities seeks to onboard local contractors to boost local economic development.
- Energy efficiency and renewable energy upgrades reduces energy costs for the property owners and typically increase property value.
- As a financing program, CEIP fosters deeper retrofits, leading to deeper energy savings. Which in turn helps the municipalities achieve their sustainability goals and reduce community GHG emissions.
- CEIP offers competitive interest rates and property owners can finance up to 100% of project costs. Furthermore, it also offers long repayment terms of up to 25 years.

# HOW DOES CEIP WORK?



To date, the following 20 municipalities have passed a Clean Energy Improvement Tax Bylaw

Town of Devon	Town of Rocky Mountain House	Town of Canmore
City of Leduc	Town of Okotoks	City of St. Albert
City of Lethbridge	Town of Athabasca	City of Edmonton
City of Grande Prairie	Town of Drayton Valley	City of Calgary
Town of Westlock	Village of Stirling	Sturgeon County
Strathcona County	Town of Pincher Creek	City of Beaumont
Town of Taber	MD of Pincher Creek No.9	

To date, the following 7 municipalities have launched CIEP

Town of Rocky Mountain House	Town of Devon	City of Edmonton (Residential)
City of Leduc	City of Edmonton (Commercial)	City of Athabasca
Town of Canmore	City of St. Albert	

## Financial:

The recommendation can be carried out within the existing approved budget. The business case considered in the recommendation will provide information about the fiscal impacts of implementing CEIP.

Note: Borrowing made for financial clean energy improvements does not count against the municipality's debt limit or debt service limit

## Attachments:

- 2022.11.09 CEIP 101.pdf

# CLEAN ENERGY IMPROVEMENT PROGRAM

November 09, 2022







# ABOUT ALBERTA MUNICIPALITIES



**Alberta Municipalities** works with municipal leaders to advocate for solutions to municipal issues and supports communities by providing services, helping them to thrive and be more resilient. **The Sustainability Services** department's two programs support municipalities in reducing greenhouse gas emissions and creating resilient communities.



**Municipal  
Climate Change  
Action Centre**

**Clean Energy  
Improvement  
Program**

Alberta Municipalities is the program administrator for the Clean Energy Improvement Program as designated under the Clean Energy Improvements Regulation.



# About CEIP

- The **Clean Energy Improvement Program (CEIP)** is a financing program that reduces barriers for property owners to install energy efficiency and renewable energy upgrades. It is known as Property Assessed Clean Energy (PACE) in other jurisdictions.
- CEIP is different from other financing instruments as financing is tied to the property, not the property owner.
- Property owners can finance clean energy upgrades and pay the cost back through their property taxes.
- CEIP is municipality-led; municipalities must first pass an enabling bylaw, then partner with Alberta Municipalities to deliver the program.



# Benefits of CEIP



Increases  
local jobs



More resilient  
building stock



Achieve sustainability  
goals



# Why will property owners choose CEIP?



## Competitive Terms

- ✓ Long repayment periods (up to 25 years)
- ✓ Competitive interest rates



## Technical Assistance

- ✓ Technical Support from Administrator
- ✓ Contractors trained on the Program

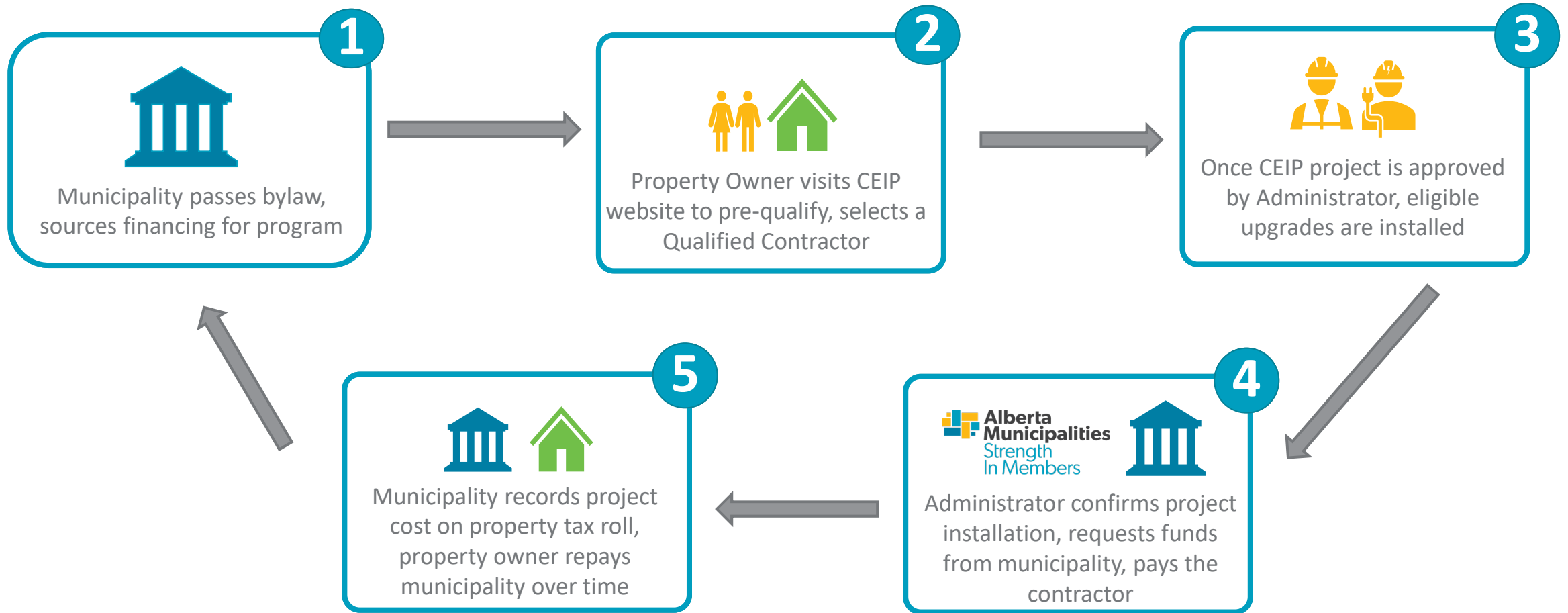


## Financing Transferability

- ✓ Financing stays with the property not the participant
- ✓ Reduced risk of not achieving return on investment



# HOW DOES CEIP WORK?





# Consumer Protections

- Contractors must adhere to defined regulations and marketing practices
- Project Financing Maximums
- Alberta Municipalities is required to explain agreements terms to property owners
- Buyer's right to cancel
- Mortgage Lender Consent and Property Tax History
- CEIP lender is the municipality



# Role of the Program Administrator

- On Feb. 11, 2021, the Government of Alberta signed a Ministerial Order designating Alberta Municipalities as the provincial program administrator.
- The program administrator acts as the hub for municipalities, property owners, and Qualified Contractors involved in the program.
- Supports municipalities in the development of CEIP bylaws and program design.
- Leads program administration, including application and payment processing, onboarding contractors, website management, and customer service.



# Role of the Municipality (pre-launch)

- Pass a bylaw to establish the program in their community.
  - The Administrator will support the municipality in developing their bylaw to ensure accuracy and compliance with the Regulation.
- Borrow or use internal funds to capitalize the program. Borrowing can be made from a local bank (e.g., ATB) or sourced through other lending organizations.
  - Important Note: Borrowing made for financing clean energy improvements does not count against the municipality's debt limit or debt service limit.
- Work with Alberta Municipalities to design the municipal program.



# CEIP Implementation

## Municipality Responsibilities

- Verify applicant is in good standing
- Execute financing agreement with property owner
- Record and collect Clean Energy Improvement Tax
- Provide funds to pay contractors
- Collaborate on the marketing plan
- Coordinate local marketing efforts and events.

## Program Administrator Responsibilities

- Review bylaw before passing
- Onboard contractors
- Application processing and technical reviews
- Facilitate agreement executions
- Verify project completion
- Facilitate contractor payments
- Lead marketing plan & program website
- Customer service
- Reporting





# Clean Energy Improvement Projects

## Eligible energy efficiency upgrades and renewable energy installations:

- Furnace
- Windows
- Solar PV
- Combined Heat and Power
- Insulation
- Water Heater

## Legislated Project Capital Cost Maximums:

- \$50K per residential property
- \$1.0M per non-residential property
- \$300K per farmland property





# FCM: Community Efficiency Financing

- This stream includes a grant that can be used to **cover program administration costs for the first four years of the program**, marketing costs, training incentives, equipment rebates, Home Energy Evaluation rebates, etc.
- Maximum grant is equal to 50% of the loan.
- Alberta Municipalities will provide guidance on the development and submission of the FCM CEF application.
- Program accepts ongoing applications. Alberta municipalities have already begun to submit applications and have been successful in securing funds.



# Program Administration Fees

- Shared fee of up to 5% of project capital costs, charged to participants

Examples:     \$20,000 residential solar installation = \$1,000 administration fee

                   \$500,000 commercial energy efficiency project = \$25,000 administration fee

- Commercial CEIP will be key to a sustainable program

CEF Program Funding	No CEF Program Funding
<ul style="list-style-type: none"><li>• Start-up costs and residential CEIP administration costs covered by CEF grant for first 4 years of the program</li><li>• Admin fees apply for all commercial projects and for residential projects after the first 4 years</li></ul>	<ul style="list-style-type: none"><li>• Admin fees apply for all projects from the beginning of the program</li><li>• Municipality responsible for start-up costs</li></ul>



# Who are we working with?



## Initial Stages

- Town of Banff
- Town of Westlock\*
- Strathcona County\*
- Village of Stirling\*
- Town of Okotoks\*
- City of Cold Lake



## Program Development

- City of St. Albert\*
- City of Lethbridge \*
- City of Calgary\*
- Town of Drayton Valley\*
- City of Grande Prairie\*
- Sturgeon County\*



## Program Launch

- Town of Rocky Mountain House\*
- Town of Devon\*
- City of Edmonton\*
- City of Leduc\*
- Town of Athabasca\*
- Town of Canmore\*

\*Bylaws passed



# Road to Launch

1. Obtain internal approval for municipal staff to dedicate time to work on CEIP
2. Create an internal CEIP team
3. Develop and pass CEIP bylaw
4. Apply for FCM funding (if applicable)
5. Complete detailed program design
6. Develop targeted marketing, comms, and engagement materials
7. Complete contractor onboarding and participant and contractor engagement sessions
8. Launch!



# QUESTIONS?



# THANK YOU

Visit [ceip.abmunis.ca](https://ceip.abmunis.ca) for more  
or email [hello@myceip.ca](mailto:hello@myceip.ca)





## AGENDA ITEM 7.7

### REQUEST FOR DECISION

**Subject:** Regional All-Hazards Incident Management Team

**From:** Bill Given, Chief Administrative Officer

**Prepared by:** Christine Nadon, Director of Protective and Legislative Services

**Reviewed by:** Mathew Conte, Fire Chief & Director of Emergency Management

**Date:** December 13, 2022

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#### Recommendation:

- That Committee recommend Council enter into the Northwest Alberta Emergency Resource Agreement as presented.

#### Alternatives:

- That Committee direct Administration to explore other Incident Management Team mutual aid opportunities with different agencies.

#### Background:

Through the Alberta Emergency Management Agency (AEMA), municipalities are encouraged to join a regional All-Hazards Incident Management Team (AHIMT) to collaborate and augment emergency response capacities in the event of a disaster. The province is divided into several regions, which have varying degrees of organizational capacity and complexity.

By entering into an agreement with municipalities in the Northwest region, the Municipality of Jasper would gain access to regional training opportunities, and support from a group of municipal emergency management professionals who could be deployed to Jasper through a pre-determined mutual aid agreement format (outlined in the attached agreement) in the event of a large community emergency. Entering into this agreement also suggests that emergency management staff from the Municipality of Jasper could be deployed to other communities in the Northwest region during an emergency affecting another jurisdiction. The main benefit of entering into this agreement would be to gain knowledge, experience and familiarity with a team of individuals who may be deployed to Jasper to support the evacuation, structural protection and maintenance of critical services in our community in the event of a wildfire. As is common practice with mutual aid agreements, when a request for support comes from one community, it is up to the responding party to determine whether or not they have the resources available to support another jurisdiction at that specific time.

#### Discussion:

The Municipality of Jasper technically falls under AEMA's North Central region, which includes the City of Edmonton and surrounding area. The Protective Services team has engaged with that regional team in the past few years, and through experience and discussions, has determined that the types of hazards and therefore the type of resources available through that team were somewhat misaligned with Jasper's priorities. In discussion with our AEMA field officers and through existing working relationships with the Northwest region, staff formally requested and obtained permission from AEMA to join the Northwest AHIMT. Administration has found that we are much more aligned with the Northwest region in terms of types of hazards, resources available,

community size and general approach to emergency management. From a geographic perspective, resources being deployed from the Northwest would arrive in Jasper on a similar timeline than resources from the North Central region. AEMA's management group agreed with Administration's assessment of the situation.

The wording of the Northwest Alberta Emergency Resource Agreement is largely based on mutual aid processes for wildland firefighting resources, but also addresses Incident Management Team resources in the form of "command and general staff" in Incident Command System (ICS) terminology. Both structural protection and Incident Management Team resources are contemplated in the agreement, offering a complete suite of mutual aid resources to support Jasper in the event of an emergency.

Entering in this agreement with the Northwest region does not preclude the Municipality of Jasper from entering into other mutual aid agreements with other regional partners, namely in the West Yellowhead region.

### **Strategic Relevance:**

#### *Community Health*

- Take proactive steps to reduce the risk of people becoming vulnerable and respond when they are vulnerable

#### *Relationships*

- Collaborate with other municipalities, orders of government, Indigenous partners and advocacy associations

#### *Environment*

- Focus on prevention, mitigation and preparation for natural disasters

#### *Organizational Excellence*

- Empower our staff by investing in the training and tools they require
- Ensure residents receive quality service that provides strong value for dollar

### **Financial:**

The costs of sending Municipality of Jasper staff to training events with the Northwest Regional AHIMT are covered under the Emergency Management portion of the Protective & Legislative Services operating budget.

### **Attachment:**

- Northwest Alberta Emergency Resource Agreement

# NORTHWEST ALBERTA EMERGENCY RESOURCE AGREEMENT

**THIS AGREEMENT** made this \_\_\_\_\_ day of \_\_\_\_\_ A.D. 20 \_\_\_\_\_

**BETWEEN:**

Big Lakes County	Town of Fairview
Birch Hills County	Town of Fox Creek
Central Peace Fire & Rescue Commission	Town of Grande Cache
City of Grande Prairie	Town of High Level
Clear Hills County	Town of High Prairie
County of Grande Prairie No. 1	Town of Manning
County of Northern Lights	Town of Peace River
Lac Ste. Anne County	Town of Rainbow Lake
Mackenzie County	Town of Sexsmith
Municipal District of Greenview No. 16	Town of Wembley
Municipal District of Lesser Slave River No. 124	Town of Whitecourt
Municipal District of Opportunity No. 17	Town of Slave Lake
Municipal District of Peace No. 135	Woodlands County
Municipal District of Smoky River No. 130	
Municipal District of Spirit River No. 133	
Northern Sunrise County	
Saddle Hills County	



**WHEREAS** the parties to this Agreement are all Municipal Corporations or Regional Service Commissions within the Province of Alberta, incorporated pursuant to the *Municipal Government Act RSA 2000, M-26*, as amended;

**AND WHEREAS** the purpose of this agreement is provide the ability for signatories to access needed resources to mitigate or support emergency response initiatives from sources outside predetermined mutual aid agreements.

**AND WHEREAS** each party to this Agreement provides fire protection services within their respective boundaries;

**AND WHEREAS** each of the parties hereto acknowledge and agree that it is desirable and to the parties mutual benefit that from time to time, each be able to provide fire protection assistance to any or all of the other parties to this Agreement;

**AND WHEREAS** the parties hereto wish to enter into this Agreement to formalize the systems and procedures which can be utilized in order for the parties to request fire resources and assistance from the other party to this Agreement and to respond to such requests;

**NOW THEREFORE THIS AGREEMENT WITNESSETH THAT** in consideration of the mutual covenants, agreements and premises set out herein, the parties hereto hereby agree as follows:

1. In this Agreement, the following words and terms shall have the following meanings:
  - a) "Assistance" shall mean firefighting, fire protection or other resources available pursuant to this Agreement. Assistance may relate to incidents which the Requesting Party does not attend or does not believe it will attend, or incidents which the Requesting Party does attend, but believes it would be prudent to require further or other forces for firefighting/protection purposes.
  - b) "Claims" shall mean any and all manner of action or actions, cause or cause of action, suits, proceedings, demands, debts, dues, sums of money, costs, expenses and damages of every nature and kind arising at law, equity, statute or otherwise which any party has, had, or may have.
  - c) "Effective Date" shall mean May 1, 2016.
  - d) "Equipment" shall mean firefighting vehicles, apparatus and other equipment.
  - e) "Personnel" shall mean firefighters, fire officers, command and general staff.
  - f) "Consumables" shall mean tools, equipment and products once used cannot be recovered.
  - g) "Designated Officer" shall mean person whom in their scope of responsibilities can authorize the employment or deployment of equipment, personnel, consumables and delegations of authority for the provision of services.

- h) "Requesting Party" shall mean a party to this Agreement which requests Assistance from another party to this Agreement.
  - i) "Responding Party" shall mean a party to this Agreement which responds to the request for Assistance made by a Requesting Party.
  - j) "Information Flow" shall mean the collection and dissemination of information in regard to signatory parties and designated officer (s)
- 2. If a Mutual Aid Agreement exists between the Requesting Party and Responding Party that agreement shall take precedence over this Agreement.
  - 3. Subject to the terms and conditions of this Agreement, any party to this Agreement may request the Assistance of another party to this Agreement.
  - 4. Subject to the terms and conditions of this Agreement, the parties to this Agreement agree that they will endeavor to provide Assistance to the other party to this Agreement, upon request. However, the parties hereto acknowledge and agree that there are and will be times and circumstances in which Assistance cannot be provided. Without restricting the generality of the forgoing, Assistance may be refused when the Responding Party or its designate or fire chief, or his or her designate, deems it imprudent or unsafe to provide such Assistance. At all times, whether or not Assistance will be provided, and the nature of the Assistance to be provided, if any, will be in the unfettered discretion of the Responding Party.
  - 5. This Agreement shall come into force and effect upon the Effective Date, and shall remain in full force and effect until each of the parties hereto withdraws from this Agreement in accordance with the provisions of this Agreement.
  - 6. Any one of the parties to this Agreement may withdraw from this Agreement by providing the other party with six (6) months written notice of their intention to withdraw.
  - 7. All requests for Assistance pursuant to this Agreement shall be directed to the Designated Officer of the Responding Party. In the event that the authorized representative of the Responding Party is someone other than the Responding Party's Designated Officer, the authorized representative will confirm the request with the Responding Party's Designated Officer, or his or her designate as soon as reasonably possible. If the Responding Party's Designated Officer or designate cannot be contacted, the Responding Party may, but will not be required to, respond.

The Requesting Party shall complete the request form "Appendix A" and forward to the manager or designate of the Responding Party at the time of request or as soon as reasonably possible.

- 8. The Requesting Party Designated Officer may delegate authority to another Responding Party to, request, employ or command equipment or personnel as defined. When operating under the delegation of authority the party doing so must present the delegation of authority form to any Party which is to be requested, employed or commanded.

The delegation of authority form is provided in Appendix C of the document.

- 9. A Responding Party may, after responding to a request for Assistance, withdraw their Assistance in the event that the Responding Party, the Responding Party's Designated

Officer, or the designate of either of them, deems it prudent or desirable to withdraw Assistance. Without restricting the generality of the forgoing, Assistance may be withdrawn if the Responding Party's Equipment or services are required elsewhere, or it is deemed to be unsafe to provide or continue providing Assistance.

10. When providing Assistance, the following command and control structure will apply:

- a. The first fire department of a Party to arrive at the scene of an incident shall assume incident command;
- b. In the event that a Responding Party is the first fire department to arrive at the scene of an incident, the Responding Party will assume incident command until such time as the Requesting Party's fire department arrives and is ready to assume incident command;
- c. The Requesting Party shall have incident command over all incidents which occur within its geographic boundaries, provided that the Requesting Party's fire department is in attendance and does not relinquish incident command;
- d. Commands and requests of an incident commander shall be communicated in accordance with the command structure of the department to whom the commands or requests are directed;

11. In providing Assistance, a Responding Party shall not be required to provide Equipment which is not owned by the Responding Party, or employees or volunteers who are not employed or usually utilized by the Responding Party.
12. It is acknowledged and agreed by the parties hereto that a Responding Party providing Assistance pursuant to this Agreement shall be entitled to bill or charge the Requesting Party for Equipment or services, or for the Assistance, being provided. However, each party to this Agreement agrees that they will, and hereby does, indemnify and save harmless any Responding Party from which they request Assistance, in accordance with the terms and provisions of this Agreement.

A rate schedule for the purposes of billing is provided in Appendix B of the document.

13. A Requesting Party to this Agreement shall and hereby does indemnify and save harmless a Responding Party who provides Assistance to that Requesting Party from and against all Claims, of every nature and kind whatsoever including Claims arising from damaged property, or injury to persons, which arise out of, or are in anyway attributable to the provision of Assistance, except those Claims which are due to the gross negligence of any employee, volunteer or representative of the Responding Party.
14. A Requesting Party shall, and hereby does, indemnify and save harmless a Responding Party from and against all Claims relating to the injury or death to persons responding to a request for Assistance from that Requesting Party, except where caused by the gross negligence of the Responding Party.

15. Notwithstanding paragraph 10, 11 and 12 of this Agreement, the parties to this Agreement covenant and agree that a Responding Party will not in any way be liable to a Requesting Party for:
  - a. Failure to respond to a request for Assistance, or failure to provide Assistance;
  - b. Failure to respond to a request for Assistance within a certain period of time, or in a timely fashion;
  - c. Consequential, indirect, exemplary or punitive damages;
  - d. Economic loss;
  - e. Any Claims that arise as a result of a party's refusal or inability to provide Assistance;
  - f. Any Claim that arises or results from the manner in which a Responding Party provides or does not provide Assistance, save and except Claims directly arising from the gross negligence of the Responding Party while providing Assistance.
16. The Parties hereto shall, at their own respective cost and expense, maintain in full force and effect during the term of this Agreement, general liability insurance in an amount not less than \$5,000,000.00 per occurrence for personal injury and/or property damage, together with such other insurance that may be agreed to in writing by the parties hereto as being reasonable and obtainable.
17. Nothing in this Agreement, nor any of the acts of any party hereto shall be construed, implied or deemed to create a relationship of agency, partnership, joint venture, or employment as between the parties hereto, or any of them, and none of the parties have the authority to bind any other party to this Agreement to any obligation of any kind.
18. No party may assign this Agreement without the written consent of the other parties hereto.
19. The terms and conditions contained in this Agreement shall extend to and be binding upon the respective successors and permitted assigns of the parties to this Agreement.
20. In this Agreement, the singular shall mean the plural, and the masculine the feminine, and vice versa, as the context of this Agreement may require.
21. This Agreement may be executed in counterparts each of which when so executed shall be deemed to be an original and such counterparts shall constitute one in the same instrument, notwithstanding their date of execution.
22. In the event that any dispute arises pursuant to the terms of this Agreement, or the interpretation thereof, the parties hereto agree that, in the event that such a dispute cannot be resolved by mutual negotiations, they will submit the dispute to a third party arbitrator for a determination of the dispute pursuant to the *Arbitration Act of Alberta*. The costs of the arbitrator will be shared equally between the parties to any such dispute.
23. The parties hereto will notify their fire department officers of this Agreement so that they may become familiar with this Agreement, and its terms.

24. The parties hereto further acknowledge and agree that they will comply with all laws, rules, regulations, and codes applicable to the provision of firefighting services within the Province of Alberta.
25. Each party will provide a list of designated officer (s) including primary and emergency contacts to the party managing information flow.
26. It is the responsibility of each party to update the party managing information flow of adoption or changes in status on or before January 31 of each year. The party managing information flow shall disseminate signatory updates by February 28 of each year.
27. The contacts for information flow management are specified in Appendix D.
28. Signatory parties shall provide an affirmation document of the resolution in council of the adoption of this agreement. The affirmation document should provide a corporate seal and signature of those who have authority to enter into the agreement. The affirmation document shall be attached to the Northwest Emergency Resources Agreement.



## APPENDIX A

### Resource Request Form

Requesting Party; \_\_\_\_\_

Responding Party: \_\_\_\_\_

The Requesting Party formally requests the following resources from the Responding Party for an estimated duration of \_\_\_\_\_ days.

1: \_\_\_\_\_

2: \_\_\_\_\_

3: \_\_\_\_\_

4: \_\_\_\_\_

5: \_\_\_\_\_

6: \_\_\_\_\_

7: \_\_\_\_\_

If further resources are required attach an addition sheet.

- A- The Requesting Party agrees that if personnel are to be deployed for greater the 12 (twelve) hours at a distance of greater 150 Km from home base, lodging will be supplied for a minimum of 8 (eight) hour rest period.
- B- The Requesting Party agrees to ensure adequate food and lodging are supplied to Responding Party personnel if deployed greater than 24 (twenty four) hours.
- C- The Requesting Party agrees to pay the Responding Party at the rates specified in Appendix B.
- D- The Responding Party Designated Officer will respond Via E-mail as to what resources can be supplied.

Requesting Party Designated Officer: \_\_\_\_\_

Contact Information:

Signature: \_\_\_\_\_ Cellular Phone:

\_\_\_\_\_

Date: \_\_\_\_\_ E-Mail: \_\_\_\_\_

## APPENDIX B

### Rate Schedule

- 1- Mileage – Under One Ton Current CRA Rate FOB To and from event.
- 2- Mileage –One Ton and Over \$00.75 / Km FOB To and from event.
- 3- Lodging – Cost Recovery
- 4- Meals – Breakfast \$20.00 – Lunch \$20.00 – Supper \$ 30.00
- 5- Consumables- Cost Recovery
- 6- Personnel Career – Cost Recovery
- 7- Personnel Volunteer - \$25.00/ Hr. Overtime after 8 (eight) hours at 1.5 X Rate /Day
- 8- Personnel Paid on Call – Cost Recovery
- 9- Damaged Equipment – Cost Recovery of repair or replacement
- 10- Fire Apparatus: Based on 12 Hour Day without staffing
  - i. Type 1 – 2 Engines - \$350.00 / Hr to a Maximum of \$4200.00/Day
  - ii. Type 3 – 5 Engines - \$250.00 / Hr to a Maximum of \$3000.00/Day
  - iii. Type 6 – 7 Engines - \$200.00 / Hr to a Maximum of \$2400.00/Day
  - iv. Tender w/ Rated Pump - \$300.00 / Hr to a Maximum of \$3600.00/Day
  - v. Tender wo/ Rated Pump - \$250.00 / Hr to a Maximum of \$3000.00/Day
  - vi. Ladder - \$350.00 / Hr to a Maximum of \$4000.00/Day
  - vii. ATV – UTV - \$100.00 / Hr to a Maximum of \$1200.00/Day
  - viii. Rescue Heavy- \$350.00 / Hr to a Maximum of \$4200.00/Day
  - ix. Rescue Light - \$200.00 / Hr to a Maximum of \$2400.00/Day
  - x. Squad/Car - \$ 50.00 / Hr to a Maximum of \$ 600.00/Day
  - xi. Sprinkler Trailer - \$400.00 / Day
  - xii. Specialty Apparatus - ie: Hazmat, Responding Party Rate
- 11- Fire Apparatus: Based on 24 Hour Day without staffing
  - i. Command Vehicle - \$100.00 / Hr to a Maximum of \$2400.00/Day
  - ii. Command Center - \$175.00 / Hr to a Maximum of \$4200.00/Day
- 12- Other Vehicles and Construction Equipment – Current Alberta Road Builders Rates
- 13- One Time Administration Fee - \$250.00
- 14- Responding Party will provide backup data for cost recovery items.

## APPENDIX C

### Delegation of Authority

Authority has been assigned to \_\_\_\_\_ act on behalf of the

Municipality of \_\_\_\_\_,

to mitigate the \_\_\_\_\_ incident.

You have full authority to (request, employ or command) \_\_\_\_\_ equipment, personnel required. Your primary responsibility is to organize and direct your assigned or ordered resources for efficient and effective control of the incident.

You are accountable to \_\_\_\_\_ or his/her designated representative listed below.

Financial limitations will be consistent the best approach to the values at risk. Specific direction for this incident covering the management and other concerns are:

1:

\_\_\_\_\_

2: \_\_\_\_\_

—

3: \_\_\_\_\_

—

4: \_\_\_\_\_

—

5: \_\_\_\_\_

—

6: \_\_\_\_\_

—

\_\_\_\_\_ will represent me on any occasion that I am not immediately

available. This authority is effective \_\_\_\_\_.

\_\_\_\_\_  
Requesting Designated Officer

\_\_\_\_\_  
Designated Officer Signature

\_\_\_\_\_  
Date and Time

## **APPENDIX D**

### Information Flow

The **Town of High Level** has agreed to manage the information flow for all agreed parties associated with Northwest Emergency Resource Agreement.

#### **Letters of affirmation can be sent via post or courier to:**

Town of High Level  
Northwest Emergency Resource Agreement  
Attn: Director of Protective Services  
10511 – 103 Street  
High Level, AB  
T0H 1Z0

#### **Updates to Status and Designated Officers lists can be sent via post or courier to:**

Town of High Level  
Northwest Emergency Resource Agreement  
Attn: Rodney Schmidt  
10511 – 103 Street  
High Level, AB  
T0H 1Z0

Alternate Contact Methods;

Fax: 780 926 2899

E-Mail [rschmidt@highlevel.ca](mailto:rschmidt@highlevel.ca)

## AGENDA ITEM 7.8

### REQUEST FOR DECISION

**Subject:** Commercial Use of Public Space – Patio Seating  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Christine Nadon, Director of Protective and Legislative Services  
**Date:** December 13, 2022

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#### Recommendation:

- That Committee recommend Council approve the proposed standards for patio seating recommended by the Commercial Use of Public Space Taskforce; and
- That Committee direct Administration to work with Parks Canada to implement the proposed standards for the 2023 season and beyond.

#### Alternatives:

- That Committee recommend Council approve the proposed standards for patio seating recommended by the Commercial Use of Public Space Taskforce with the following amendments:
  - ...

#### Background:

The Municipality of Jasper's sidewalk seating program was first implemented in 2016 through the Commercial Use of Public Space Bylaw. The COVID-19 pandemic prompted an increased demand for outdoor seating, resulting in the program being expanded into parking lanes downtown under temporary approvals from Parks Canada. Following a number of discussions and processes since 2020, Council struck the Commercial Use of Public Space Taskforce in June of 2022 to undertake a review of the conditions which might attach to a discretionary use permit for sidewalk seating. The main deliverable from the task force, as set out in its terms of reference, is to recommend preferred approach(es) to the design of on-going commercial use of public space installations to Council for consideration.

The Commercial Use of Public Space Taskforce met on July 22, August 4 and 31, and once more on December 5 to confirm the group's recommendations to Council. Over the course of its deliberations, the group:

- reviewed and discussed the correspondence received from JNP Superintendent Fehr with Parks Canada's perspectives;
- had an open discussion on what the goals of the taskforce are and what other municipalities or destinations might be relevant comparators.
- identified Banff, Canmore, Nelson, Edmonton, and Breckinridge (Colorado) as comparative communities and reviewed the information collected from the comparator communities; and
- engaged in a facilitated workshop and discussed who is served/impacted by patios, the "do's & don'ts" of being successful and some potential design principles.

#### Discussion:

Administration translated the group's principles into potential standards as follows:



Issue	Proposed Standard
Term	May 1 to Oct 24
Clear Pedestrian Zone	A clear pedestrian pathway equal to the width of the existing sidewalk shall be maintained at all times. When a “walkaround or boardwalk” is installed, the maximum width of the pedestrian zone is limited to the width of the parking lane/stall
Pedestrian access	Ensure the chosen pedestrian pathway does not present or create additional barriers for persons with limited mobility.
Orientation (Walk-Around)	Allowed
Orientation (Parking Lane)	Allowed
Height	Minimum 91cm Maximum 107cm
Materials	Wood or Painted Metal Wood should be stained or brown pressure-treated Metal shall be painted black or consistent with approved building colours.
Max Size	Maximum of 3 stalls, adjacent only to the building the business is located in.
Tents	Not Allowed
Umbrellas	Allowed - umbrellas must be black in colour or consistent with approved building colours. - Single colour logos allowed
Jersey Barriers	Not Allowed - MOJ should provide flower planters for use on the end of installations facing the direction of oncoming traffic on Connaught Dr.
Additional Considerations	Walk-Around installations must include signage (in a form prescribed or provided by the MOJ) to indicate the pedestrian pathway.
Additional Considerations	Parking Lane installations must have wood or metal barriers parallel to the driving lane in a way that prevents children from accessing the roadway.
Additional Considerations	MOJ should develop a set of template designs meeting all required criteria for the use of businesses.
Additional Considerations	Installations that received 3-year approvals in 2022 should be required to meet the new standards only after their existing 3-year approval expires.
Additional Considerations	Installations meeting the criteria proposed above should be granted a 5-year term to guarantee financial returns from their infrastructure capital investment.

Next steps on this matter would be for Council to confirm its support for the Commercial Use of Public Space Taskforce’s recommendations on standards, and then to formally forward those standards to Parks Canada for consideration.

### **Strategic Relevance:**

*Environment*

- Value the unique opportunities and responsibilities arising from our location inside a National Park and World Heritage Site.

#### *Community Health*

- Recognize the fundamental importance of our tourism economy

#### *Relationships*

- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses
- Communicate and engage with residents

#### **Financial:**

Council set fees for sidewalk seating as part of the [Commercial Use of Public Space Bylaw \(#246\)](#) in 2022. In the absence of further action from Council, the fees for 2023 will be set at \$1,650 per parking stall, or \$25 per seat for the use of the public sidewalk, depending on the layout option selected by the applicant. All applications will be subject to a \$100 permit application fee, as outlined in the bylaw. The projected revenue for sidewalk seating for 2023 is reflective of this fee structure.

#### **Attachments:**

- CUPS Taskforce Terms of Reference

## **Commercial Use of Public Space Taskforce**

### **Terms of Reference**

#### **1. Purpose & Responsibilities of the Taskforce**

- 1.1. To develop and recommend to Council, prior to October 1, 2022, appropriate standards for future commercial use of public space installations by;
  - 1.1.1. Undertaking a comprehensive review of the regulatory and legislative framework that applies to commercial use of public space installations;
  - 1.1.2. Researching practices from other municipalities;
  - 1.1.3. Considering the operational needs of businesses;
  - 1.1.4. Considering the expectations and needs of residents and visitors;
  - 1.1.5. Considering the positioning of Jasper as an international destination, within a unique National Park environment.

#### **2. Membership**

- 2.1. The Taskforce shall be comprised of; Voting members who will direct the work of the group, discuss and debate alternatives and vote to make decisions on the best way forward. The membership shall be as follows:
  - 2.1.1. Voting members
    - (2) Members of Jasper Municipal Council
    - (2) Members of Jasper Park Chamber of Commerce
    - (2) Members of Tourism Jasper

#### **3. Quorum and Voting**

- 3.1. The quorum for the Taskforce shall be the majority of the Voting Members appointed.
- 3.2. All Voting Members will vote on all motions.

#### **4. Meetings & Minutes**

- 4.1. The Taskforce will establish a meeting schedule at its initial meeting.
- 4.2. Meetings shall generally not exceed 1.5 hours in length unless the members present unanimously consent to an extension.
- 4.3. Notice of all meetings shall be given to all working group members.
- 4.4. Notice of meetings is deemed to be given by email delivery of the agenda, together with supporting documentation, to committee members no later than four days prior to a scheduled meeting.

## 5. Administrative Support

- 5.1. The Taskforce shall be supported by the Chief Administrative Officer of the municipality or their designate.
- 5.2. Administrative support will act as a resource to the Taskforce by gathering and providing information for the consideration of the Voting members.

## 6. Reporting Relationship

- 6.1. The Taskforce shall act in an advisory capacity to municipal Council.
- 6.2. The Taskforce will recommend a preferred approach(es) to the design of on-going commercial use of public space installations to Council for consideration.
- 6.3. The Taskforce recommendation(s) will be forwarded to Council no later than October 1, 2022.

## 7. Terms of Reference

- 7.1. The Taskforce Terms of Reference may only be approved and amended by Council at a regular meeting.

Dated at Jasper, Alberta this 21 of June, 2022  
(day) (month)

Mayor

CAO

## MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)
<del>Parcel GB Development Information</del>	<del>March 8, 2022</del>	<del>CAO</del>	<del>That Committee direct Administration to request preliminary information such as renderings and site plans for the proposed GB development and return to a future Committee of the Whole meeting.</del>	<del>December 2022</del>
JCHC Governance Review - 1	June 14, 2022	CAO	That Committee direct Administration to review corporate structures that would enable JCHC to assume debt independent of the Municipality while also being able to provide some manner of equity in return for capital contributions.	<del>December</del> January 2023
<del>Alberta / Japan Twinning Municipalities Association</del>	<del>June 14, 2022</del>	<del>Director of Protective &amp; Legislative Services</del>	<del>That Committee direct Administration to follow items 1, 2, 4, and 5 in the recommendations and refer item 3 to a future committee of the whole meeting 5- Prepare/develop a video from the community of Jasper to send to Hakone to acknowledge the 50<sup>th</sup> anniversary of the twinning relationship</del>	<del>November 2022</del>
Community Conversations – Town Internet Access	August 23, 2022	Director of Finance & Administration	That Committee direct Administration to explore opportunities for town wide internet access.	January 2023
<del>Community Conversations – Communications</del>	<del>August 23, 2022</del>	<del>Director of Protective &amp; Legislative Services</del>	<del>That Committee direct Administration to investigate systems that would improve the sound quality of Council meetings.</del>	<del>November 2022</del>
Fruit Trees on Municipal Property	August 23, 2022	CAO & Director of Operations	That Committee direct Administration to return to a future committee of the whole meeting with proposed alternatives on how to deal with fruit trees on municipal land.	<del>December</del> January 2023
S-Block Parking	October 11, 2022	Director of Protective & Legislative Services	That Committee direct Administration to develop a revised parking program for stalls in the S-Block parking lot, and report back at an upcoming Committee of the Whole meeting; and	February 2023



			That Committee direct Administration to propose a fee increase to the Storage Lots Bylaw (#208), and report back at an upcoming Committee of the Whole meeting.	
<b>Reserve Policy</b>	<b>October 11 November 8, 2022</b>	<b>Director of Finance &amp; Administration</b>	That Committee receive the draft Reserve Policy (B-112) as amended as discussed at the Oct 11, 2022 Committee of the Whole meeting; and  That Committee direct Administration to return to a future committee of the whole with Schedule A: Reserve Descriptions.	<b>November 2022</b>
<b>Policy B-017 Community &amp; Economic Development Fund</b>	<b>October 25, 2022</b>	<b>Director of Community Development</b>	That Committee refer the Policy B-017 Community and Economic Development Fund to a future committee of the whole meeting with Administration incorporating amendments as discussed at today's meeting.	<b>January 2023</b>
<b>Review of Policy A-005 Community Conversations</b>	<b>October 25, 2022</b>	<b>Director of Community Development</b>	That Committee direct Administration to perform a review of Policy A-005 Community Conversations and report back to a future Committee of the Whole meeting.	<b>January 2023</b>
<b>Clean Energy Improvement Program</b>	<b>October 25, 2022</b>	<b>CAO &amp; Municipal Energy Manager</b>	That Committee direct Administration to return to a future Committee of the Whole meeting with a report on the Clean Energy Improvement Program and the Property Assessed Clean Energy legislation (PACE).	<b>December 2022</b>
<b>Traffic Advisory Committee Draft Terms of Reference</b>	<b>October 25, 2022</b>	<b>Director of Operations &amp; Director of Protective &amp; Leg.</b>	That Council direct Administration to develop a draft Terms of Reference for a Traffic Advisory Committee and return to a future committee of the whole meeting.	<b>March 2023</b>
<b>Human Resources Committee Draft Terms of Reference</b>	<b>October 25, 2022</b>	<b>CAO</b>	That Council direct Administration to develop a draft Terms of Reference for the Human Resources Committee and return to a future committee of the whole meeting.	<b>January 2023</b>
<b>Communities in Bloom Draft Terms of Reference</b>	<b>October 25, 2022</b>	<b>CAO</b>	That Council direct Administration to develop a draft Terms of Reference for a Communities in Bloom Committee and return to a future committee of the whole meeting.	<b>January 2023</b>
<b>Provision of Services to Private Leaseholders at No Cost</b>	<b>November 1, 2022</b>	<b>Director of Operations</b>	That Council direct Administration to bring the matter of the provision of services to private leaseholders at no cost back to the first Committee of the Whole meeting in April 2023.	<b>April 2023</b>

Jasper Community Team Society	November 8, 2022	Director of Community Development	That Committee direct Administration to review existing structures and processes and report back to a future Committee of the Whole meeting with a recommendation regarding Council representation on the Jasper Community Team Society.	<del>December</del> January 2023
<del>Multi-purpose Hall Sound System</del>	<del>November 16, 2022</del>	<del>Director of Community Development</del>	<del>That Committee direct Administration to bring forward additional information on costs to improve the sound system quality in the multi-purpose hall before final budget approval.</del>	<del>December -2022</del>
Solid Waste and Recycling Charges	November 29, 2022	Director of Finance & Administration & Director of Operations	That Committee direct administration to report back a future COTW with a report reviewing options to increase equity in solid waste and recycling charges.	January 2023