

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
January 24, 2023 | 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 Wilson to chair meeting

**2. Additions to agenda**

**3. Approval of agenda**

3.1 January 24, 2022 Committee of the Whole agenda attachment

**4. January 10, 2022 Committee of the Whole minutes – approved January 17, 2023** attachment

4.1 Business arising from minutes

**5. Delegations**

5.1 Jasper Park Chamber of Commerce – RCMP Musical Ride attachment

5.2 Community Futures West Yellowhead – Triage Business Retention & Expansion attachment

**6. Correspondence**

6.1 Jasper Seniors' Society attachment

**7. New business**

7.1 2022 Debenture Payment to Reserve Transfers attachment

7.2 2022 Property Tax Receivable/Write-Off Request attachment

**8. Motion Action List**

attachment

**9. Councillor upcoming meetings**

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

**10. Upcoming events**

Jasper in January – January 13-29

NETMA – 5-7pm, January 25, Fairmont Jasper Park Lodge

Strategic Plan Review – January 24-26, Valemount, BC

**11. Adjournment**

Municipality of Jasper  
**Committee of the Whole Meeting Minutes**  
Tuesday, January 10, 2023 | 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	Mayor Richard Ireland, Deputy Mayor Scott Wilson, Councillors Wendy Hall, Ralph Melnyk, Helen Kelleher-Empey, Rico Damota and Kathleen Waxer		
Absent	none		
Also present	Bill Given, Chief Administrative Officer Christopher Read, Director of Community Development Lisa Riddell, Community Development Manager Emma Acorn, Legislative Services Coordinator Bob Covey, The Jasper Local Jason Stockfish, The Fitzhugh Tanya Curtis, Bill Friesen, Alex Cooper & Amanda Mattern, ATCO Robert McDonnell, WSP John McDonnell, Brownlee Law 4 observers		
Call to Order	Deputy Mayor Wilson called the January 10, 2023 Committee of the Whole meeting to order at 9:32am and began with a <a href="#">Traditional Land Acknowledgement</a> .		
Additions to the agenda	none		
Approval of agenda #1/23	MOTION by Councillor Hall that Committee approve the agenda for the January 10, 2023 Committee of the Whole meeting as presented.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Business arising	none		
Delegations – ATCO	ATCO representatives Tanya Curtis, Bill Friesen, Alex Cooper & Amanda Mattern presented a review of the response by ATCO during the Chetamon Wildfire and subsequent power outage which occurred in September 2022. Highlights included timelines, specifics on the outages, restoration efforts, the temporary generation plant, switching complexities, and key takeaways. Council was given an opportunity to ask clarifying questions.		
#2/23	MOTION by Councillor Waxer that Committee receive the presentation from ATCO for information.		

	<p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
Recess	Deputy Mayor Wilson called for a recess from 10:52-11:02am.
Correspondence	none
Robson & Lions Park Concepts RFD	Robert McDonnell of WSP presented the Robson & Lions Park Concepts to Council for their consideration. Mr. McDonnell spoke of the project process; gave a recap of existing conditions; displayed spatial relationship plans; reviewed feedback which had been previously given by Council, community and stakeholders; and included probable costs.
#3/23	<p>MOTION by Mayor Ireland that Committee receive the RFD and presentation on the Robson &amp; Lions Parks Concepts for information; and,</p> <p>That Committee direct Administration to include concept plan options for consideration in the 2024 budget deliberations.</p> <p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
Municipally Controlled Corporation – JCHC Governance #4/23	<p>CAO Bill Given presented recommendations and alternatives to Council regarding the governance structure of the Jasper Community Housing Corporation (JCHC). Mr. Given was joined by John McDonnell of Brownlee Law to assist in providing clarity with Council inquiries.</p> <p>MOTION by Councillor Melnyk that Committee direct Administration to begin the process of converting the Jasper Community Housing Corporation to a Municipally Controlled Corporation, by developing:</p> <ol style="list-style-type: none"> <li>1. a draft business plan</li> <li>2. a draft Unanimous Shareholder’s Agreement</li> </ol> <p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
Recess	Deputy Mayor Wilson called for a recess from 12:32-1:30pm.
Policy B-017 Community & Economic Development Fund #5/23	<p>Christopher Read, Director of Community Development, presented an updated Policy B-017 to Council after incorporating amendments from the October 25, 2022 Committee meeting.</p> <p>MOTION by Mayor Ireland that Committee amend the draft Policy B-017 Community &amp; Economic Development Fund as follows:</p> <ul style="list-style-type: none"> <li>• Under 2. Scope – replace “town site of Jasper, Alberta” with “ Municipality of Jasper”</li> <li>• Under 3. Standards – In first line replace “awards” with “may award”</li> </ul>

- Under 3. Standards – The third bullet under the ineligibility section be amended to read “Organizations with a partisan political affiliation, or which participate in partisan political local activities at the federal, provincial, or municipal level.”
- Under 3. Standards – Add a bullet under the ineligibility section to read “Organizations with objectives which are inconsistent with Council’s commitment to diversity, inclusion, human rights and basic human dignity.”
- Under 3. Standards – The last bullet read “Provincial, national or international organizations which do not have an active local chapter in Jasper.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

#6/23

MOTION by Councillor Waxer that Committee recommend Council adopt the updated Policy B-017 Community & Economic Development Fund as amended.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Council Human  
Resources  
Committee Draft  
Terms of  
Reference  
#7/23

Mr. Given presented a draft terms of reference for the Council Human Resources Committee to Council for their consideration.

MOTION by Mayor Ireland that Committee amend the draft Council Human Resources Committee terms of reference by adding:

- Add to article 1: Subsection 1.2 Any other matter as directed by Council

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

#8/23

MOTION by Councillor Waxer that Committee amend the draft Council Human Resources Committee terms of reference by combining sections 4.4 and 4.5 to read:

- Notice of all meetings shall be given to all council members by circulation of the agenda, together with supporting documentation, at least 2 business days prior to the meeting.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

#9/23

MOTION by WAXER that Committee recommend that Council approve the Council Human Resources Committee Terms of Reference as amended.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Jasper Community  
Team Society  
Discussion and  
Memorandum of  
Understanding

Mr. Read presented recommendations and alternatives regarding Council representation on the Jasper Community Team Society (JCTS) board. On November 8, 2022 Committee of the Whole directed Administration to review existing structures and processes and report back to a future Committee of the Whole meeting. A draft memorandum of understanding was reviewed today which had been previously approved by the JCTS.

Councillor Damota left the meeting at 2:40pm.

Jasper Community Team Society Discussion and Memorandum of Understanding #10/23	MOTION by Councillor Melnyk that Committee recommend Council adopt the attached Memorandum of Understanding (MOU), and;  That Committee recommend Council assign a member of Council to attend meetings of the Jasper Community Team Society board as described in the MOU.
	FOR 6 Councillors
	AGAINST 0 Councillor
	CARRIED

Extension of meeting #11/23	MOTION by Councillor Melnyk at 2:42pm that the January 10, 2023 Committee meeting be extended beyond four hours if necessary.
	FOR 6 Councillors
	AGAINST 0 Councillor
	CARRIED

Promoting Active Transportation in Jasper Feasibility Study RFP Award	Mr. Read reviewed the process of a grant application, which was successful, and the subsequent request for proposals to complete a Promoting Active Transportation in Jasper Feasibility Study.
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Councillor Damota returned to the meeting at 2:46pm.

Promoting Active Transportation in Jasper Feasibility Study RFP Award #12/23	MOTION by Councillor Hall that Committee recommend that Council award the contract to Associated Engineering in the amount of \$44,988 to complete the Promoting Active Transportation in Jasper Feasibility Study.
	FOR 7 Councillors
	AGAINST 0 Councillor
	CARRIED

Motion Action List #13/23	Administration reviewed the Motion Action List.
	MOTION by Councillor Kelleher-Empey that Committee approve the updated Motion Action List with updated timelines and the removal of the following items: <ul style="list-style-type: none"><li>• JCHC Governance Review 1</li><li>• First Community Conversation Policy Review item</li><li>• Policy B-017 Community &amp; Economic Development Fund</li><li>• Human Resources Committee Draft Terms of Reference</li><li>• Jasper Community Team Society</li></ul>
	FOR 7 Councillors
	AGAINST 0 Councillors
	CARRIED

Councillor reports	Councillor Kelleher-Empey has asked Councillor Hall to attend the Early Childhood Community Conversations as alternate tomorrow.
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Councillor Melnyk has a Jasper Yellowhead Museum & Archives meeting tonight. He and Mayor Ireland plan to attend the Jasper Park Chamber of Commerce meeting tomorrow morning.

Councillor Damota will be attending the next Adult Community Conversation on the first Wednesday in February.

Councillor Hall will be attending the School Age Community Conversation, the Early Childhood Community Conversation, and a Jasper Municipal Library board meeting tomorrow.

Councillor Wilson will attend the inaugural meeting of Alberta Municipal Climate Leadership Council this Thursday at 1pm.

Mayor Ireland met again with consultants and counterparts from Banff and Canmore on the shared initiative and has made a submission for budget 2023. He also received an invitation to meet again with Minister Schulz, still to be scheduled.

Mayor Ireland received an invitation to the Northern Rockies Tourism Strategy Session in Hinton on January 18 which was extended to all of Council.

Upcoming Events      Council reviewed a list of upcoming events.

Adjournment      MOTION by Councillor Hall that, there being no further business, the Committee of the  
#14/23      Whole meeting of January 10, 2023 be adjourned at 3:01pm.

FOR  
7 Councillors

AGAINST  
0 Councillors

CARRIED



Attached to January 10, 2023 Committee meeting minutes



# JASPER CHETAMON WILDFIRE



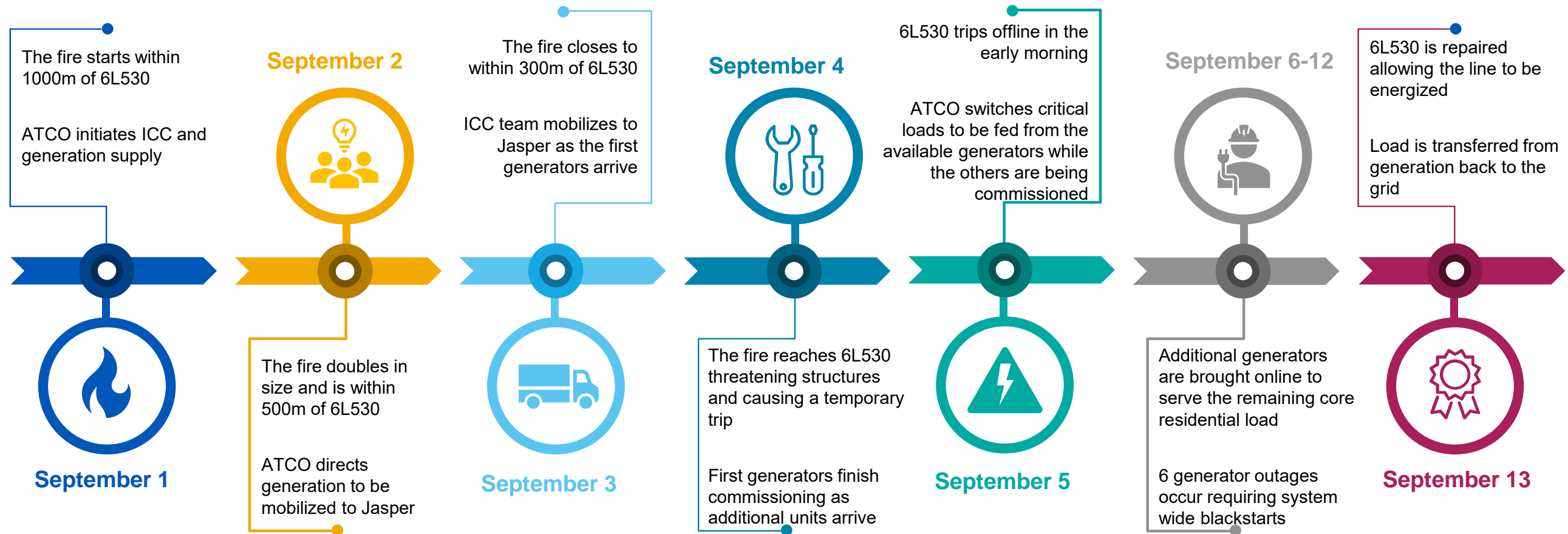
# OVERVIEW

- Timeline of ATCO's Response
- Temporary Generation Plant
- Key Takeaways
- ATCO Responsibility



# TIMELINE

# TIMELINE



# OUTAGE SUMMARY

During the next 8 days while on generation, the following generator outages occurred

Outage	Date	Time	Load (MW)	Primary Cause
1	September 6	11:25	1.0	G2 failed on knock
2	September 7	17:58	2.9	G2 failed on knock
3	September 8	9:40	2.2	G5 mechanical failure
4	September 8	17:35	1.3	G5 coolant fault
5	September 9	10:02	2.3	G2 knock and control conflict issue
6	September 11	2:08	1.7	Fuel supply fault



# RESTORATION

- 6L530 was repaired and re-energized September 13
  - 11 Tx structures were replaced
- Town was picked up from grid system September 13
- Outlying areas were restored September 14
- Generation remained until September 28 once the fire was fully held



*Replacing poles September 9, 2022*





# TEMPORARY GENERATION PLANT



# TEMPORARY GENERATION PLANT



*Temporary Generation Plant at Sheridan 2085S  
Shown here are the site office, 5 portable generators, a  
vaporizer, and one of the LNG Fuel trailers*



*LNG Trailer, Vaporizer, and  
Manifold*

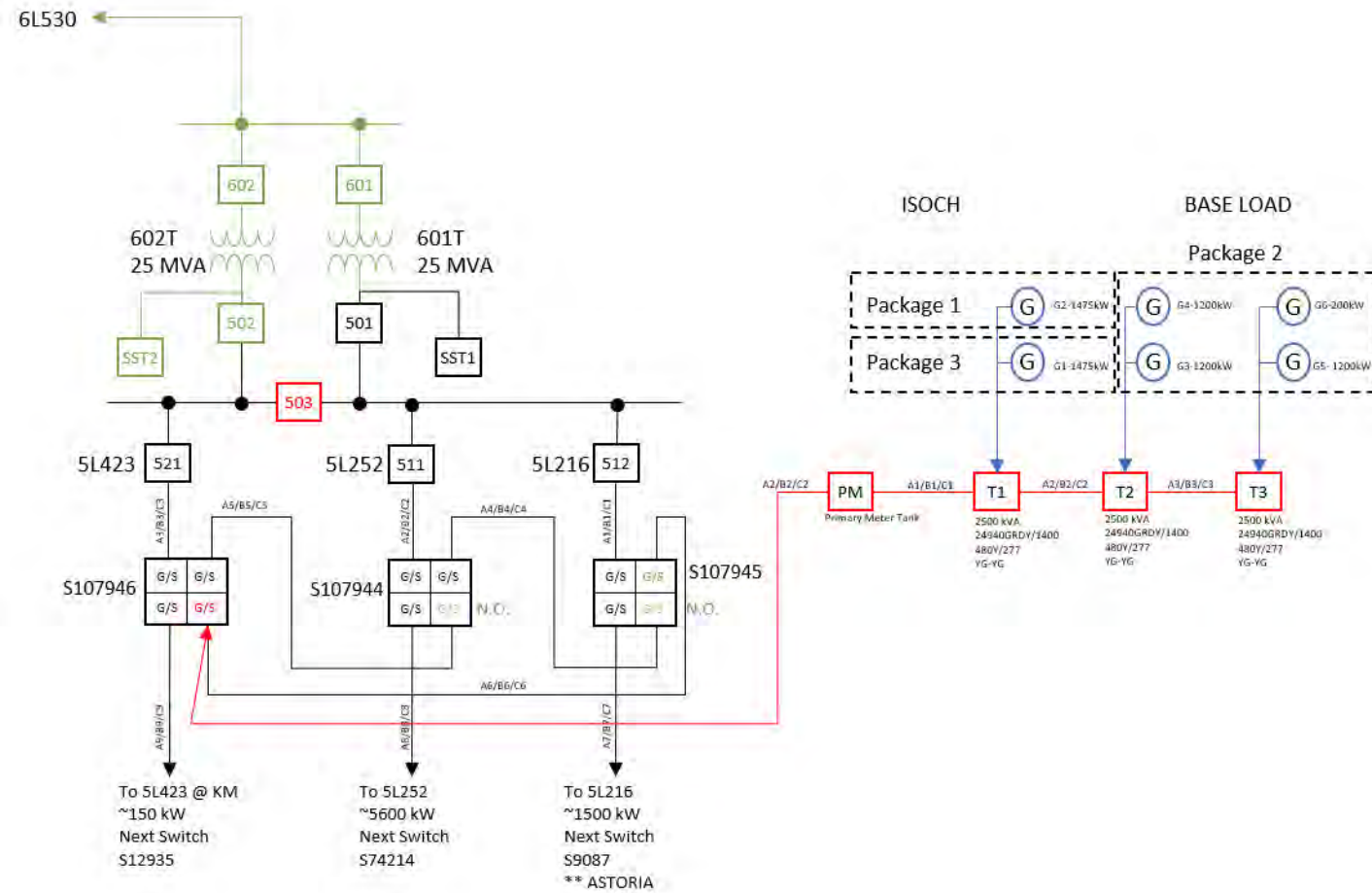
# TEMPORARY GENERATION PLANT

The temporary plant was built up over several days with the following generating units:

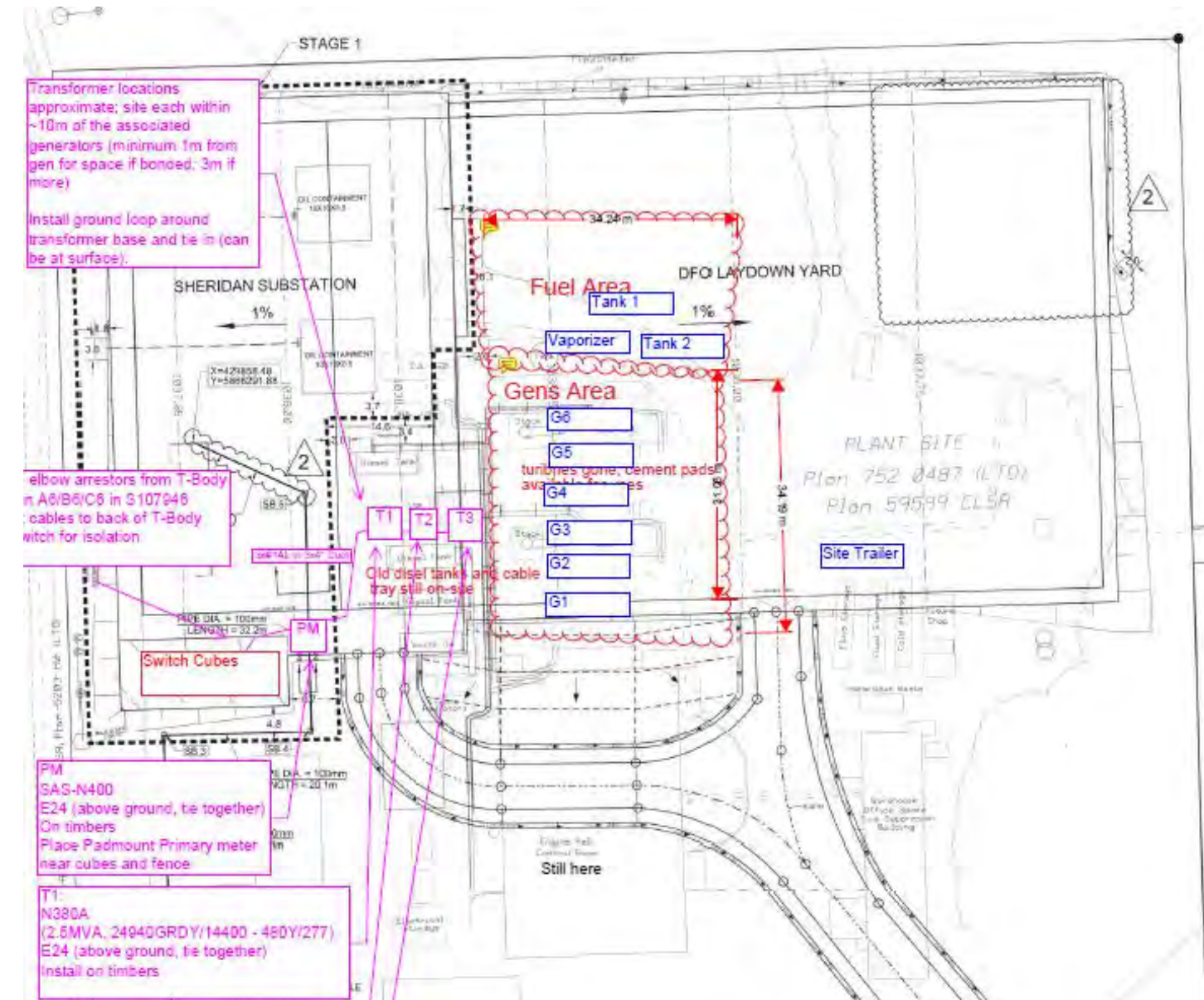
Generator	Nameplate (kW)	Useable (kW)	Connected Date	Notes
G1	400	320	September 4	Was replaced by G1NEW
G2	1475	1180	September 4	
G3	1200	960	September 6	
G4	1200	960	September 6	
G5	1200	960	September 6	
G6	200	160	September 6	
G1NEW	1475	1180	September 8	



# TEMPORARY GENERATION PLANT



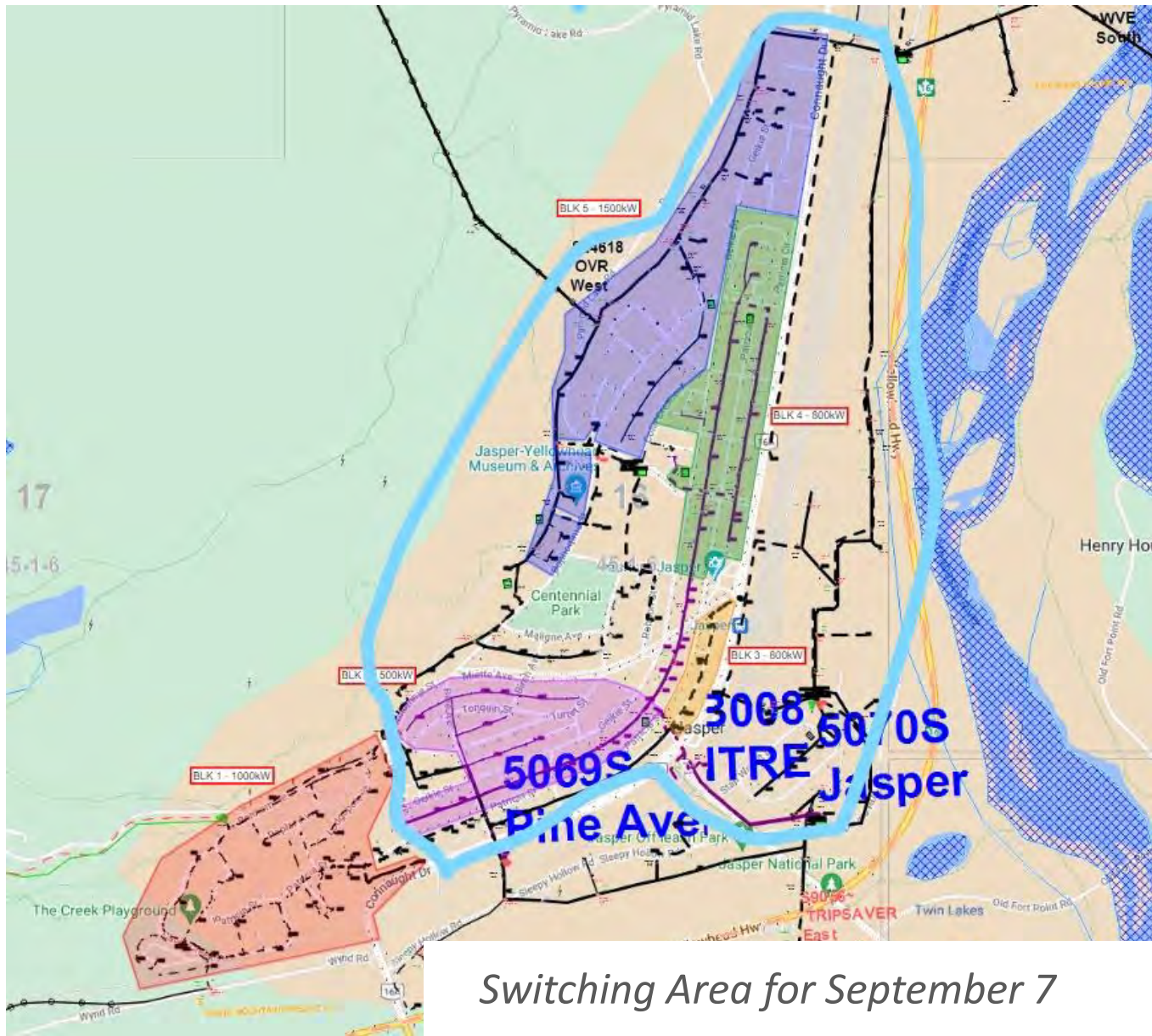
Schematic of generation connection to Sheridan substation



Site layout of equipment



# SWITCHING COMPLEXITY



## 0. Switches Open Prior to Operation

- All SCADA OVRs
- S9029
- S8138-A3B3C3
- S89218
- S108103
- S24705
- S75982-A2B2C2

## Sequence

Switch	Model Load	Reported	Closed
1. BKR 512	411 kVA	200 kVA	21:14
2. S89218	319 kVA	161 kVA	21:25
3. S9029	258 kVA	0?	21:31
4. S114077	63 kVA	60 kVA	21:35
*Sectionalizing			
5. 5070-302	388 kVA	300 kVA	21:50
6. S24705	375 kVA	306 kVA	21:54
7. S108103	291 kVA	404 kVA	22:04
8. S114078	750 kVA	650 kVA	22:18
9. S108104	515 kVA	??	22:26
*Lost the Cat but survived here; reduced capacity			
10. S8138-A3B3C3	400 kVA as one		23:08
a. S8138-A3B3C3Up to S74261			
b. S74261			
c. S74261 to S16545			
d. S16545			23:14
11. S114062	200 kVA (1000 if done as a single step)		
a. S75982-A2B2C2 316			
b. S75573-A1B1C1 418			
c. S75126-A2B2C1 300			

# KEY TAKEAWAYS





# STRENGTHS REALIZED

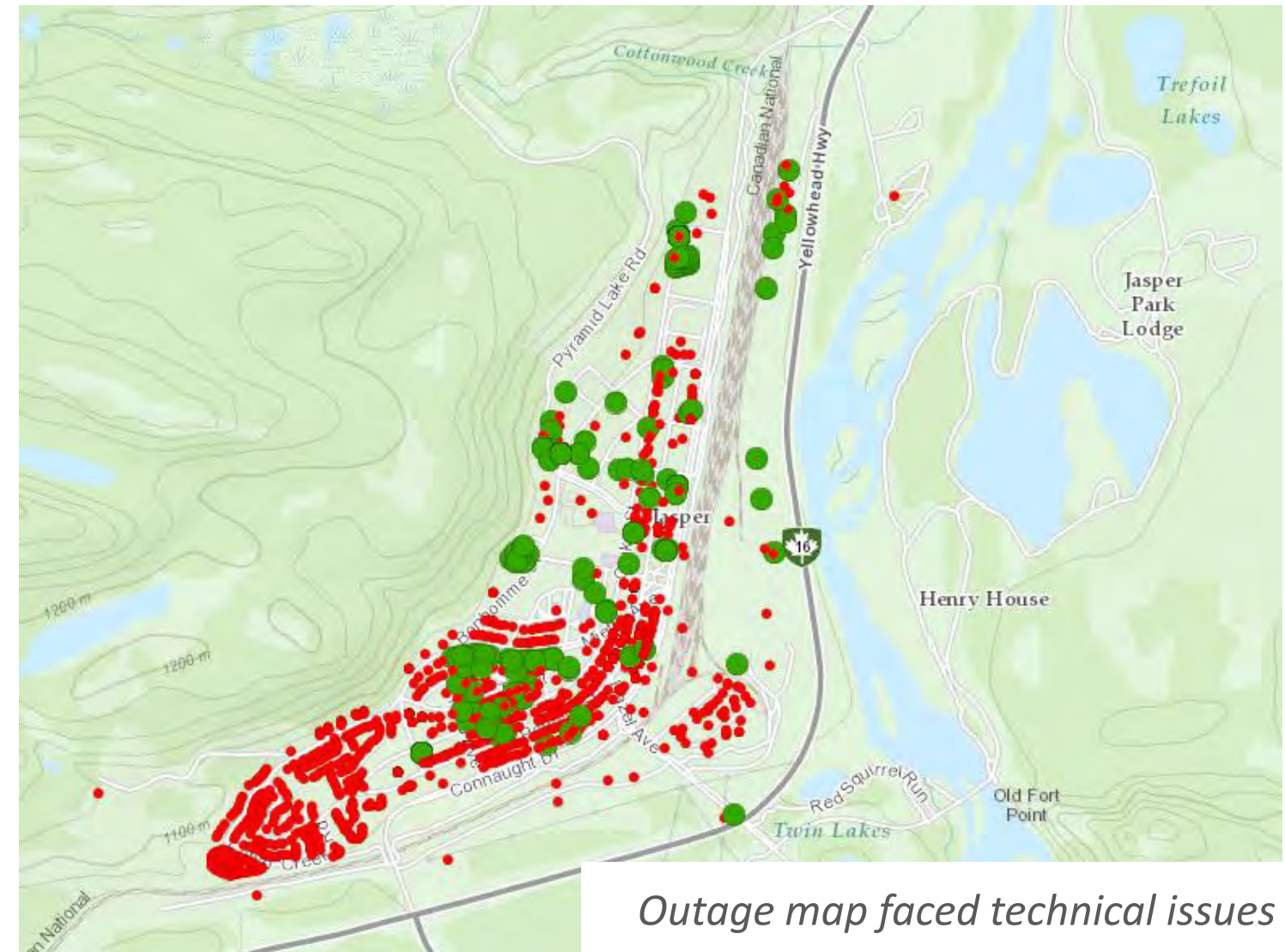
- Quick response - team, generation, material
- Right people in the IMT Roles
- Picked up critical load within 8 hours of losing the transmission line
- Experience with generation in the Park
- Repaired and re-energized the transmission line within 5 days once we had access
- Resilient line design - out of 180 structures, only 11 were replaced
- ZERO safety incidents – strong safety culture
- Communication between stakeholders
- Emergency response exercise
- ATCO representative at the Community Information Center



*Most poles withstood the fire*

# CHALLENGES FACED

- Outage map details
- ICC location in the Jasper ATCO office
- Crossover shifts
- Incident Commander conducting media scrums
- Fuel supply – LNG is a more finicky fuel than diesel and engines must be tuned to function reliably
- More load than expected under emergency conditions – added complexity and strain to system
- Multiple generation vendors required



*Outage map faced technical issues*





# ATCO'S RESPONSIBILITY FOR PROVIDING SERVICE TO CUSTOMERS

# ATCO'S RESPONSIBILITY FOR PROVIDING SERVICE TO CUSTOMERS

## ATCO's Customer Terms & Conditions For Electrical Service

### ARTICLE 8 – SERVICE CONNECTION

8.1.1 - Continuous Supply The Company shall make all reasonable efforts to maintain continuity of service to its Customers, but the Company cannot guarantee an uninterrupted electricity supply.

8.1.2 Interruption Without liability of any kind to the Company, the Company shall have the right to disconnect or otherwise curtail, interrupt or reduce service to Customers:

(c) due to any other reason related to dangerous or hazardous circumstances including emergencies, forced outages, potential overloading of the Company's distribution system or Force Majeure.

From ATCO Electric Terms and Conditions at <https://electric.atco.com/content/dam/web/atco-electric/rates/atco-tandcs-customer.pdf>





THANK YOU



A series of thin, black, overlapping geometric lines and polygons that create a complex, abstract pattern on the left side of the image. The lines vary in length and orientation, some forming sharp angles and others creating more open, irregular shapes. The overall effect is a sense of dynamic movement and geometric structure.

# REUNITING TWO ICONIC EXPERIENCES

The Royal Canadian Mounted Police Musical Ride

And

The Community of Jasper

# THE FACTS.....

What

When

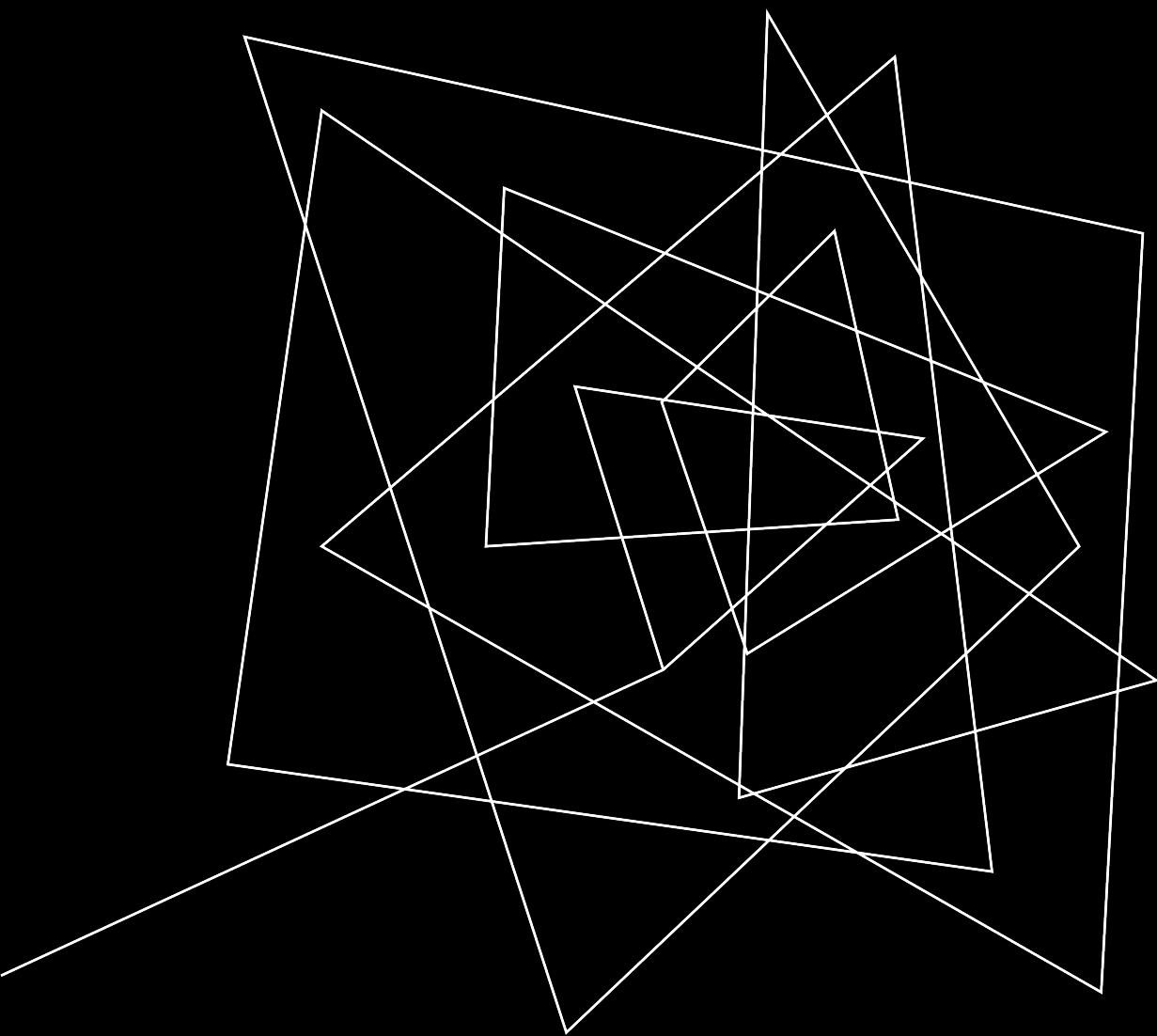
Where

How

Who

# WHAT

- Musical Ride established in 1887
- First Toured outside Canada 1930
- Continue to tour with 40 performances per year
- Internationally sought after and rotate east/west in Canada annually
- Last appearance in Jasper 1973



WHEN?

June 18, 19 and 2023

# WHERE?

- Jasper Town Site
  - Stable
  - Performance
  - Community Activities



# HOW? PART 1

## Stabling

- Hockey Arena
- Efficient access for members, horses and support team
- Accessible for visitation
- Efficient access to activities and performance(s)
- Clear direction and protocol for set up/tear down
- Strict adherence to stall maintenance
- Wood chips (no dirt) to be used

# RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

## Arena stabling facility



RCMP Musical





# HOW? PART 2

## Performance(s)

- Centennial Park
- Require 120x220 feet
- Optimal Viewing
- Accessible to members, horses, support and ceremonial protocol/reviewing stand
- No sports field impact expected





In action!





# WHO?



And our additional Community Partners...

- Jasper Elementary School/Jasper Junior Senior High School
- Jasper Yellowhead Museum and Archives
- Friends of Jasper
- Tourism Jasper
- Pursuit Banff Jasper Collection
- Fairmont Jasper Park Lodge
- And countless others including residents and visitors
- ATCO, Trans Mountain Pipeline, CN Rail,

Who are eager to help the moment permission is granted

# WHY?

Community Spirit	Destination Experience	Historical Significance	Learning Opportunities	Why not?
Jasper resiliency deserves an uplifting experience once-in-a-lifetime experience for residents	Those visiting will Never forget the time they saw this!	Celebrate RCMP 150 <sup>th</sup> Anniversary Celebrate the return of 'The Ride' 50 years later	An exiting opportunity to learn for all ages Activities to interact with members, Indigenous Groups, Museum and Art Gallery	Sponsorship will absorb operational cost Anyone can attend the accessible venues It will be free to attend

# THE ASK...

Partnership toward  
success:

Assist with gift in  
kind toward  
preparation of  
stabling and venue  
areas

Assist with clean up  
to ensure both  
spaces are returned  
as received

Assist with any site  
damage repairs  
(if necessary)

Receive full  
recognition as a  
working partner in  
the event



January/February

Obtain Permission  
Release to public via media outlets  
Confirm logistic requirements

March/April

Coordinate sponsorship effort – monetary/gift in kind  
Continue marketing with partners  
Collaborate with performance/venue stakeholders

May

Finalize sponsorships and recognition  
Highlight activities/appearances with media and stakeholders

June

Finalize performance/venue preparations  
Prepare for arrival  
Deploy!  
Clean up and repair (if needed) of facilities

## TIMELINE



# SUMMARY

Jasper is ready and eager to see the return of the RCMP Musical Ride! To see, hear, learn, understand and enjoy the pageantry, the pride and dedication to Canada



# THANK YOU!

Questions?

Email: [ppavlov@jpcc.ca](mailto:ppavlov@jpcc.ca)



## Municipality of Jasper Triage BR&E Report

December 2022

# Overview



## Background

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- The Municipality of Jasper completed a business satisfaction survey to understand how to best support local businesses. Business retention and expansion (BR+E) activities can be employed to ensure business needs are monitored and addressed; however, engagement can be time consuming and complex.
- A Triage BR&E Survey was commissioned to engage the broader business community, while also allowing for the identification of potential expansion or retention opportunities for follow-up on a business-by-business basis.

# Overview



## Methodology

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- A random sample telephone survey was conducted with 62 businesses. The total response rate for the phone surveys was 21.2%, which is very high in the market research industry. The average phone interview length was 12.7 minutes.
- This scientific approach ensures that the results have a high level of accuracy (with an +/-12.4% margin of error at a 95% confidence level) and statistically represents the business community in the region.



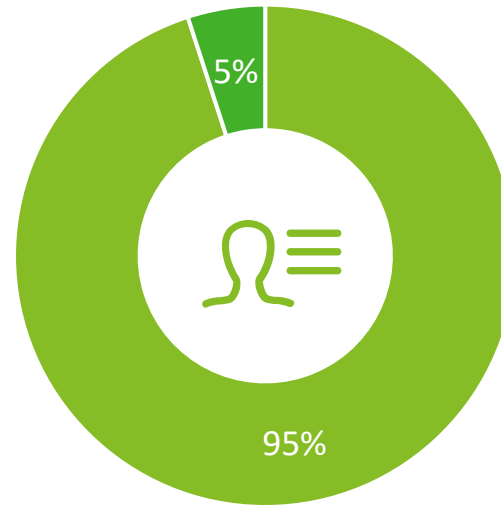


# Business Community Firmographics

# Firmographics



## Ownership (N=62)

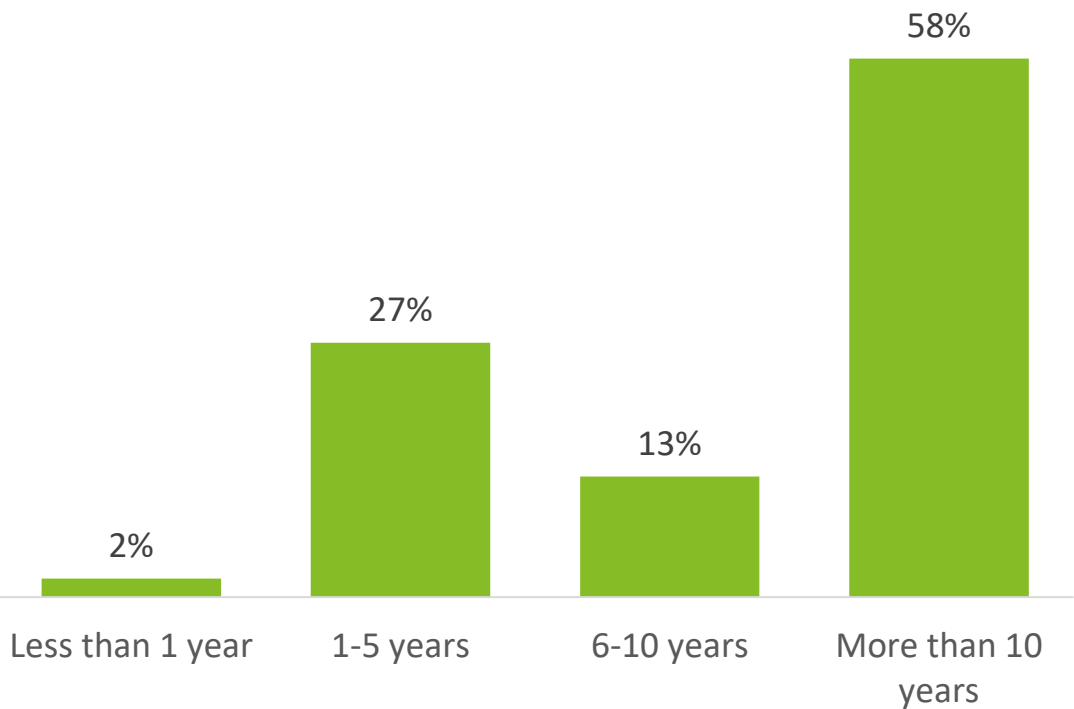


■ Locally Owned and Operated    ■ Externally Owned and Operated

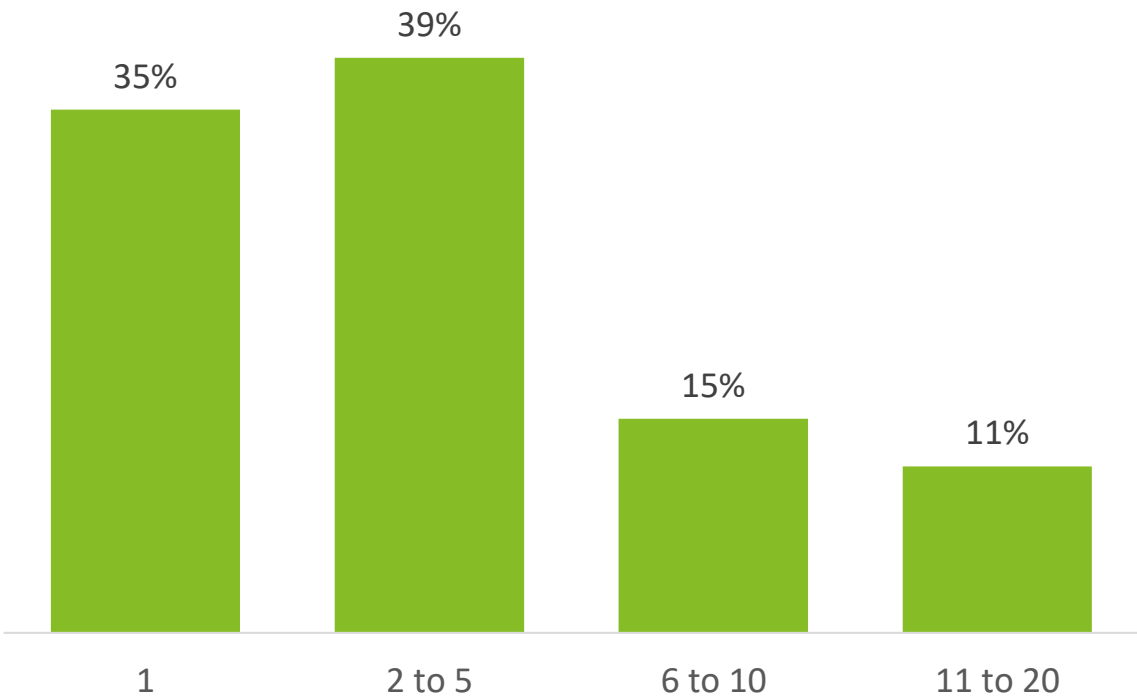
# Firmographics



Years Operating in Jasper (N=62)



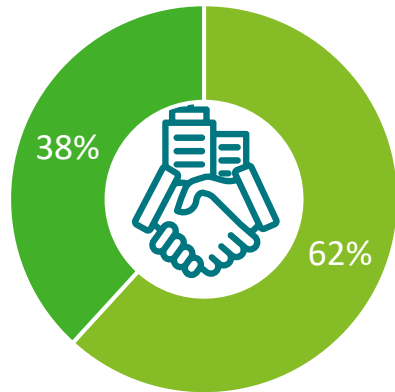
Full-Time Employees (N=62)



# Firmographics



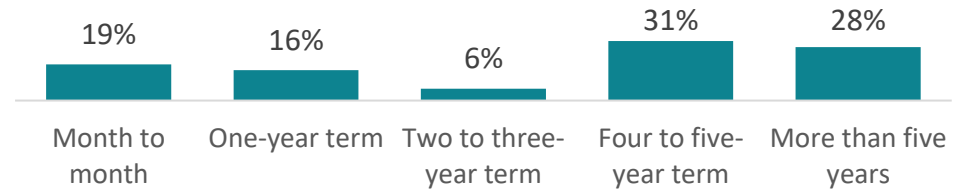
## Own or Rent Business Property? (N=60)



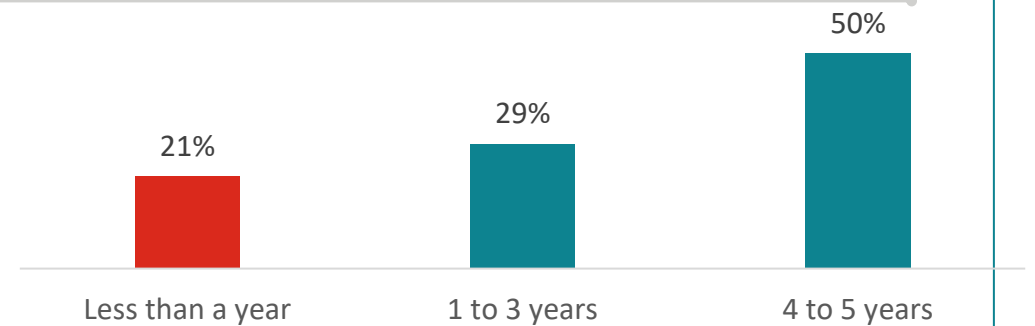
■ Rent / lease ■ Own



### Term of Lease (n=32):



### Lease expires (n=28):

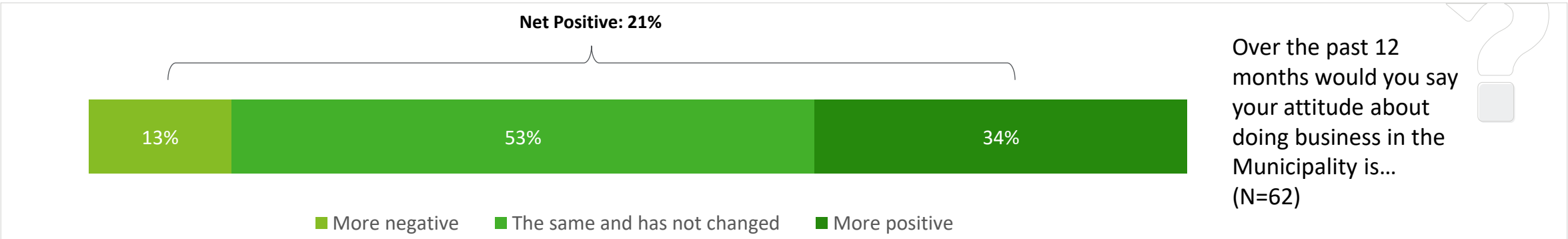
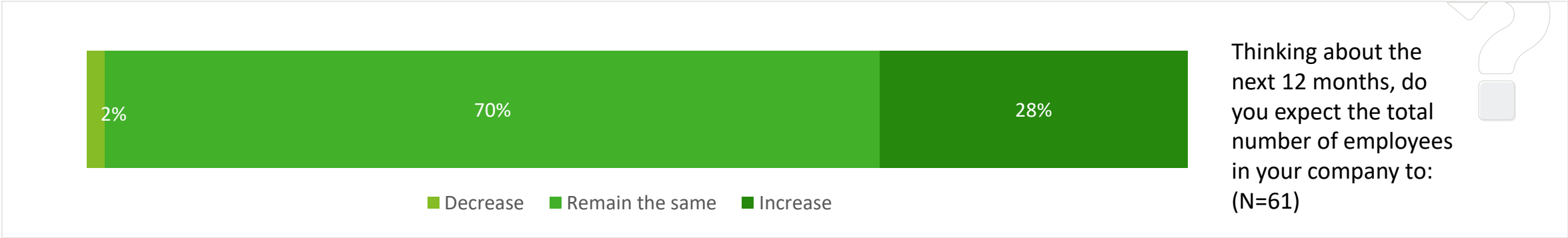
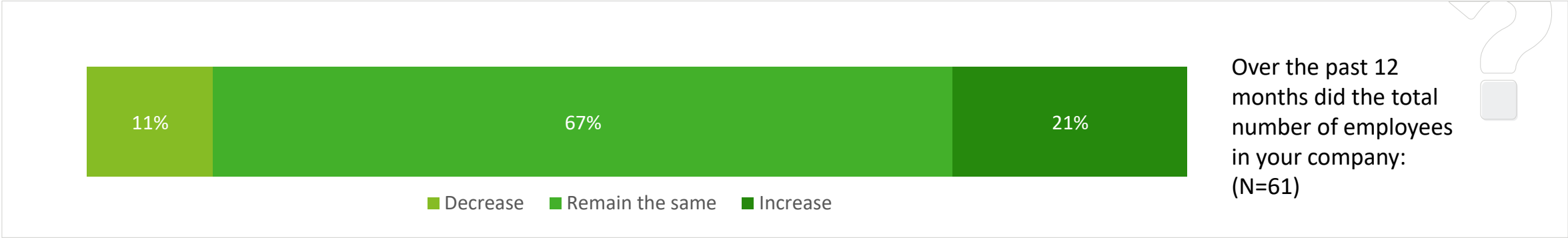




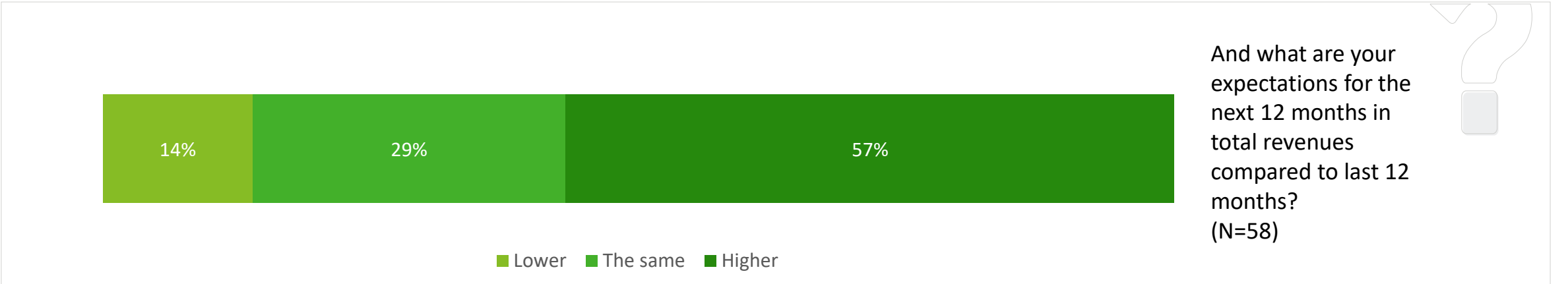
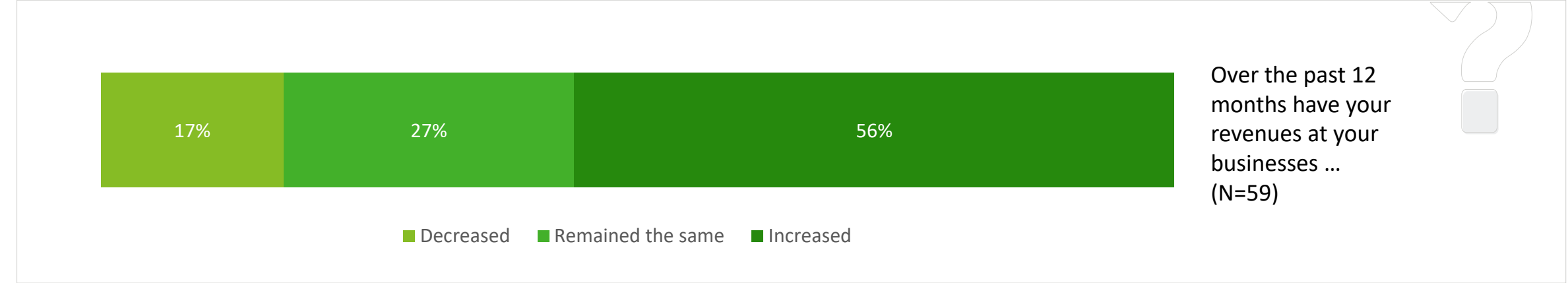


# Business Performance

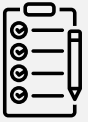
# Business Performance



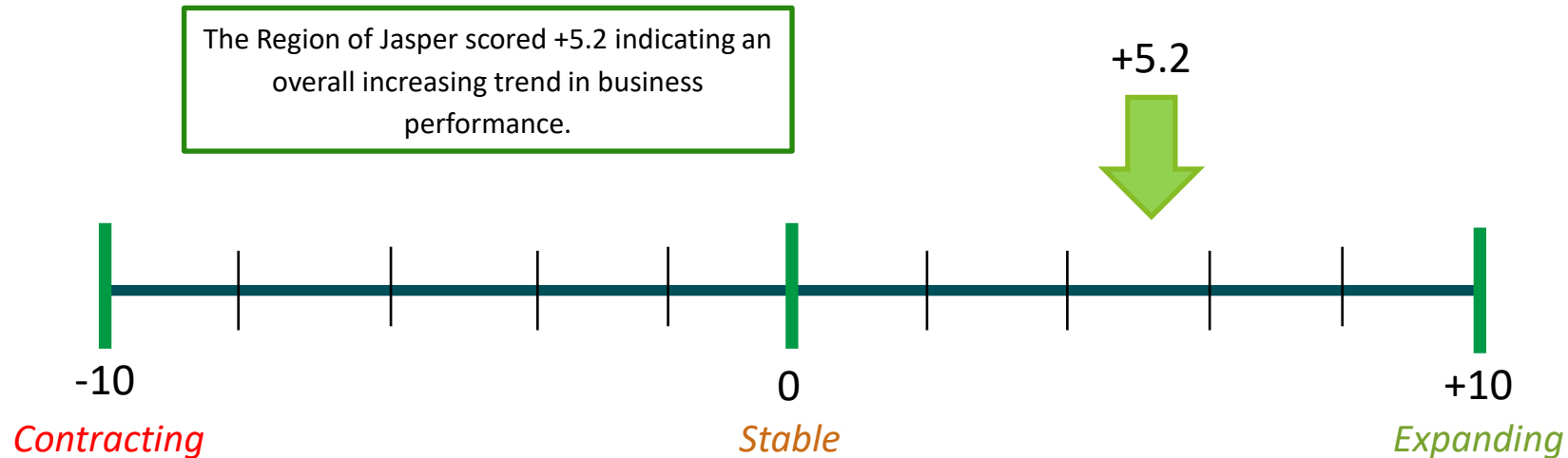
# Business Performance



## Business Performance



The Business Performance Forecast is a metric created by combining the five business performance questions. It considers the changes in staff, revenue and attitudes among businesses in the region for an overall directional picture of the business climate in the area.





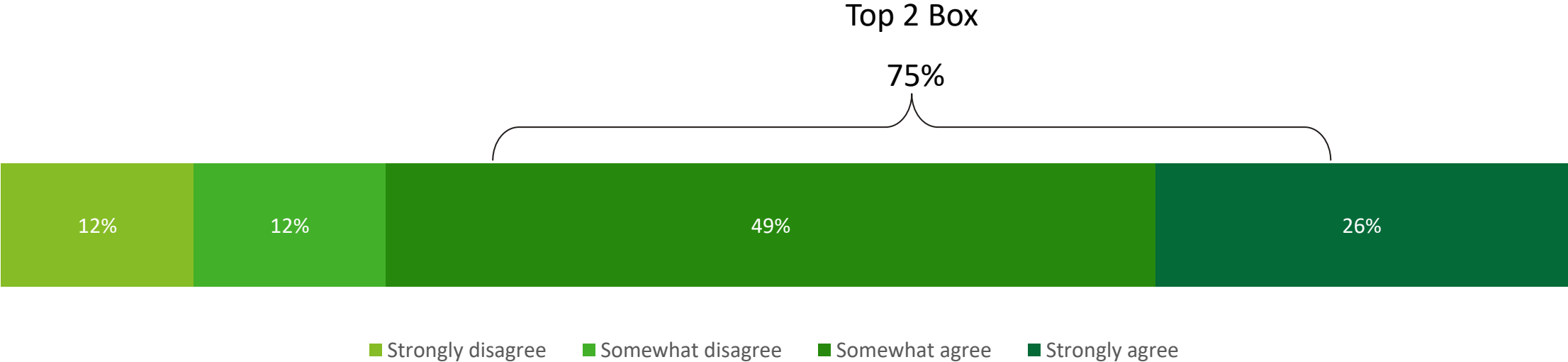


# Net Promoter Score

# Community Recommendation



Please rate the level to which you agree or disagree with the following statement: I would recommend this Region to another business looking to expand or relocate. (N=57)

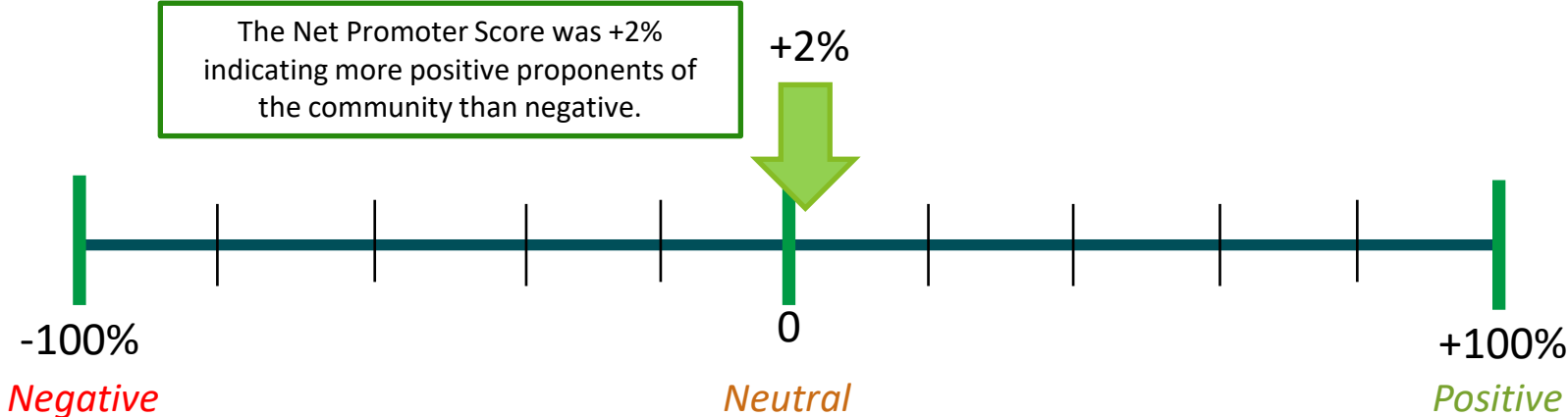


# Net Promoter Score



**Net Promoter Score: Based on response to the following statement – “I would recommend this region to another business looking to expand or relocate.”**

Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	26%
Passives	Neutral businesses	Somewhat Agree	49%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	24%

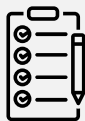




# Key Performance Indicator (KPI)

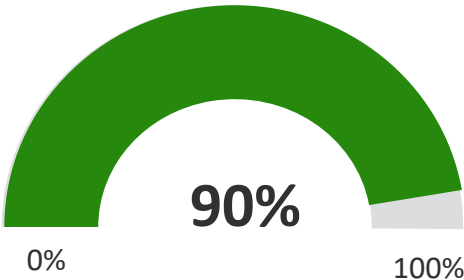


# Key Performance Indicator (KPI)



Overall, how satisfied are you with the Municipality of Jasper as a place to own and operate a business? (N=62)

KPI:



■ Very Dissatisfied   ■ Somewhat Dissatisfied   ■ Somewhat Satisfied   ■ Very Satisfied



## Satisfaction Levels

# Satisfaction Levels



How satisfied you are with each of the following factors of doing business in the Community? (N=49)



**Top two box:**  
*Very Satisfied &  
Somewhat Satisfied  
combined.*





# Derived Importance & Priority Matrix



# Derived Importance & Priority Matrix



## Derived Importance

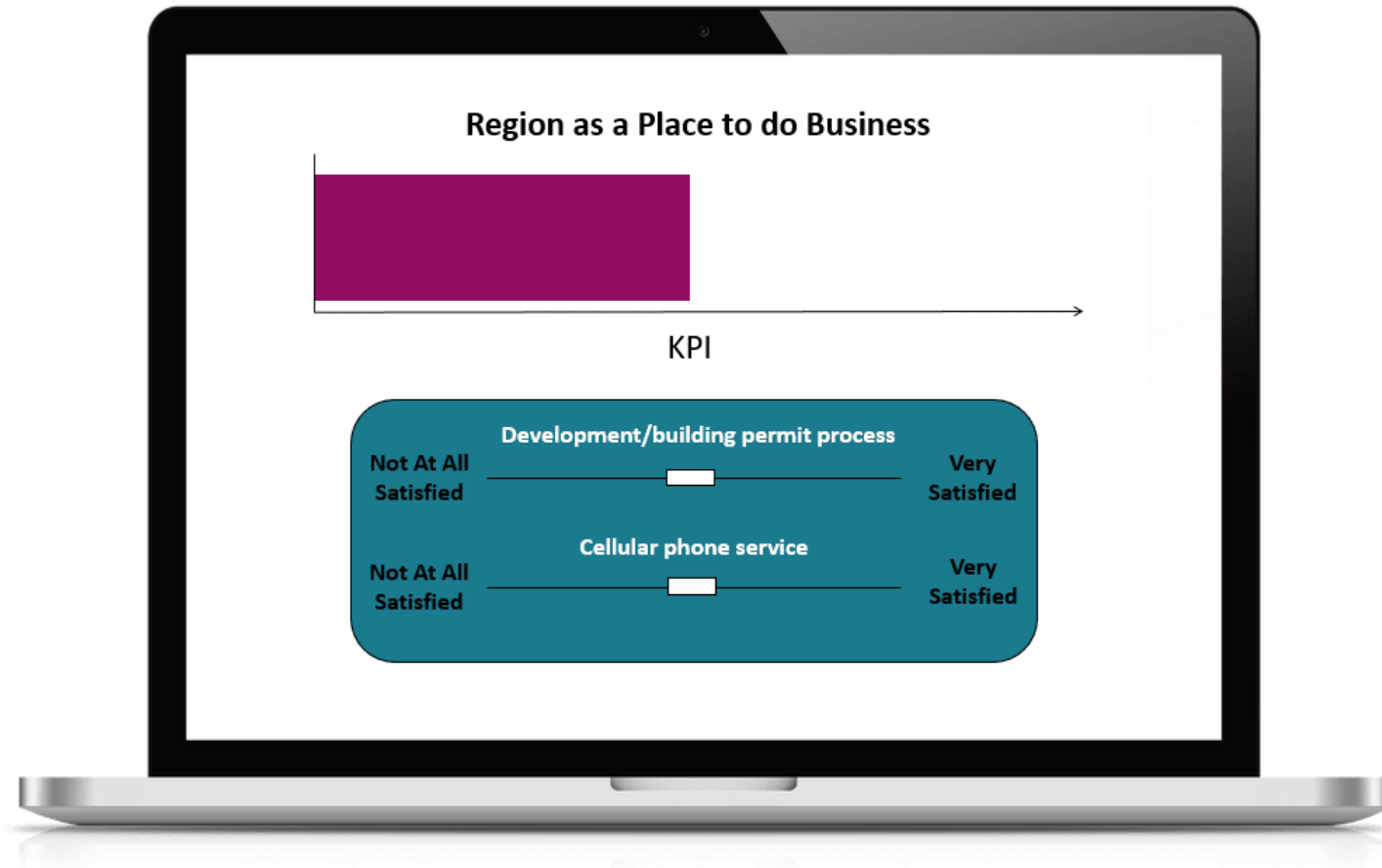
- A statistical calculation of importance
- Far more accurate relative to asking importance
- Calculates the correlation coefficient of business factors with the KPI
- Factors with a high derived importance will have the greatest impact on the KPI





## Priority Matrix

- A list of business factors to focus efforts
- Each priority is calculated using the level of satisfaction and the importance of each item (Derived Importance)
- Factors with lower satisfaction scores and higher importance become the top priorities
- Making improvements to the top priorities will have the greatest impact on improving the overall KPI

Example:



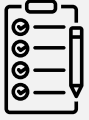
## Priority Matrix

Factor	Importance	Performance	Priority Rank	
Availability of adequate housing	7.0	10%	1	 Higher Priority
Development/building permit process	7.3	13%	2	
Municipal property taxes	8.9	35%	3	
Affordability of commercial space for rent or lease	7.3	21%	4	
Availability of skilled labour	8.4	40%	5	
Availability of property for purchase or lease	6.4	22%	6	
Availability of post secondary programming that aligns with business needs	6.6	41%	7	
Availability of unskilled labour	7.0	47%	8	
Zoning	6.8	47%	9	
Availability of funding programs for business and property improvement	8.4	73%	10	 Lower Priority
Availability of appropriate work-related training	7.3	70%	11	
Ability of internet service to support current and future business needs	5.5	75%	12	
Cellular phone service	7.0	84%	13	
Existing road network	6.6	87%	14	
Availability of health and medical services	4.8	89%	15	



# Business Community Health Index

# Community Business Health Index



*Using the results of this business survey, Deloitte combines the questions into a proprietary Community Business Health Index which is the combination of the following nine sub-scores:*

**Overall Satisfaction**

**Workforce Attraction and  
Retention**

**Change in Attitudes**

**Future Plans**

**Business Policies,  
Supports and Incentives**

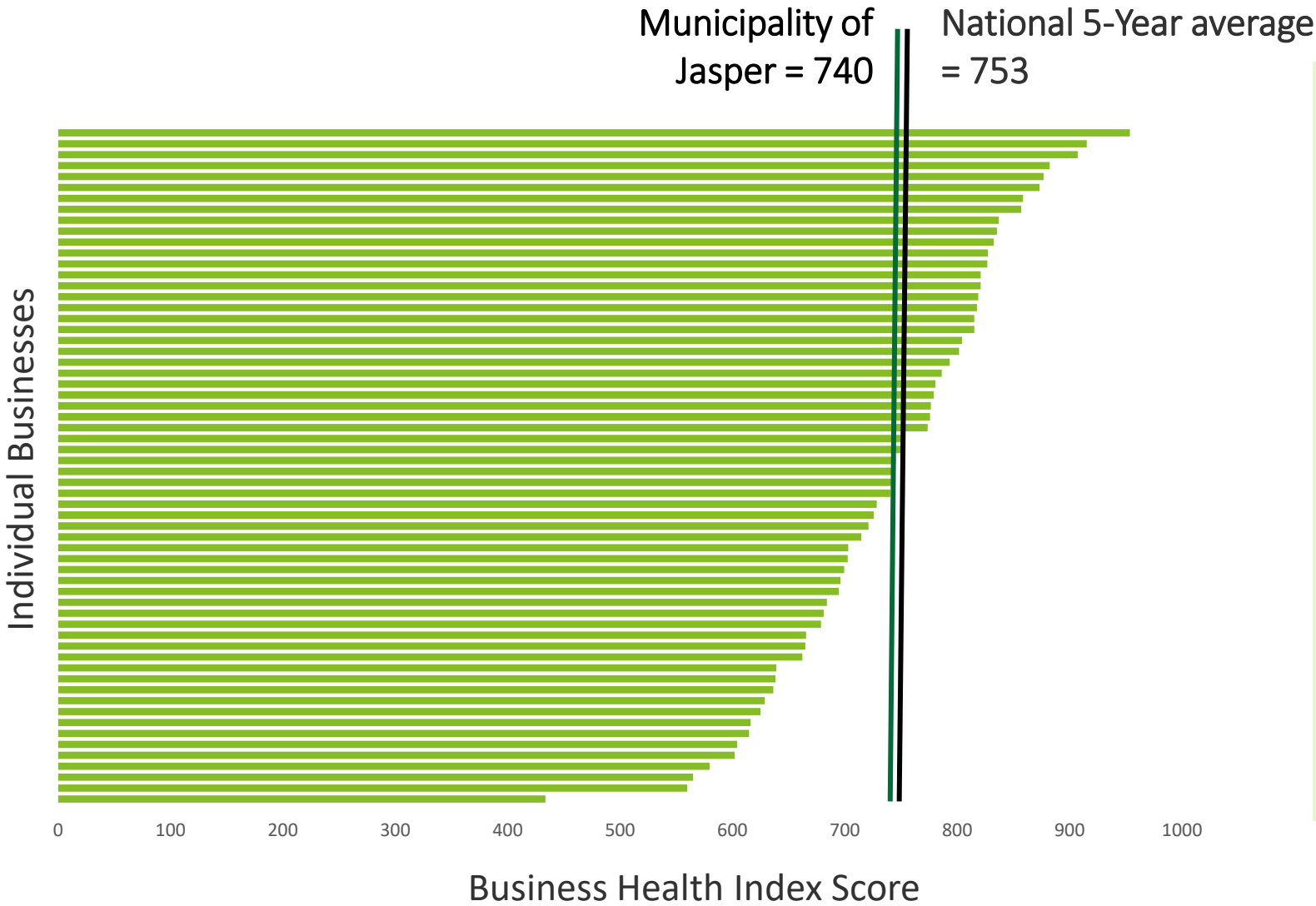
**Change in Revenue**

**Community  
Recommendation**

**Infrastructure and  
Amenities**

**Revenue Outlook**

# Community Business Health Index



The Municipality of Jasper scored well on the Community Business Health Index. This index is based on several factors:

- The Municipality outperformed the national average on the Community Business Health Index sub-scores relating to changing revenues and business attitudes.
- Some indicators that were rated relatively lower in the Municipality compared to the national average included Business Policies, Supports and Incentives , and Infrastructure & Amenities.



## Future Plans – Next 24 months



### Businesses with plans to expand:

- 4 businesses total
- 1 within next 6 months
- 3 in more than 6 months

### Plans to downsize:

- 1 business in total
- 1 in more than 6 months

### Plans to relocate:

- 0 Businesses had plans to relocate

### Plans to close:

- 2 business total
- 1 within next 6 months
- 1 in more than 6 months

### Plans to sell:

- 1 business total
- 1 within next 6 months

## Triage Flag Results

Throughout the survey process Triage cases that represented green or red flags were tracked. Out of the 62 businesses surveyed, 12 businesses presented an opportunity for intervention.



= Businesses considering expanding in the next 2 years.

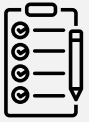
= 4 businesses.



= Businesses considering relocating, downsizing, selling, or closing, businesses whose lease expires in less than a year.

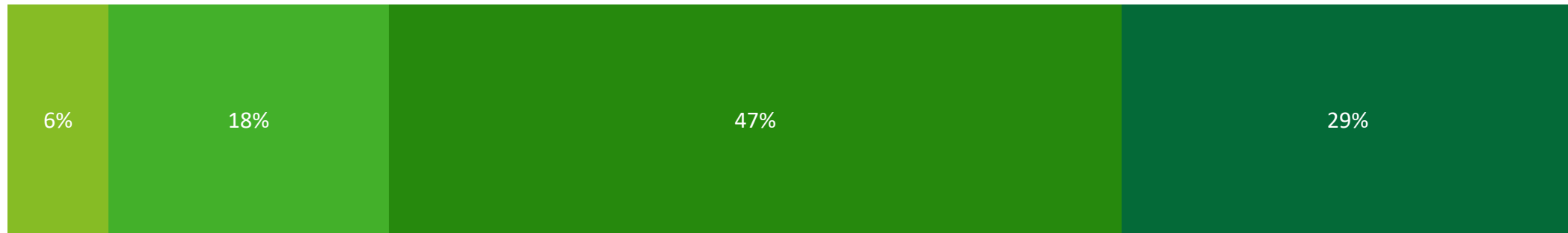
= 8 businesses



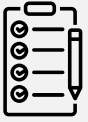


Please indicate the level to which you agree or disagree with the following statement: I know who I need to talk to at the **region** if I have a problem with my business or a business concern I'd like to share. (N=62)

Top 2 Box:  
76%



■ Strongly disagree   ■ Somewhat disagree   ■ Somewhat agree   ■ Strongly agree



Please indicate the level to which you agree or disagree with each of the following statements related to labour force access (N=52).

I am unable to hire and retain employees as they are leaving the profession for other sectors.

36%

Current worker expectations around benefits and wages affect my ability to maintain staff.

30%

My business faces high staff turnover due to increased competition for employees

21%



**Top two box:**  
*Very Satisfied &  
Somewhat Satisfied  
combined.*



## Contact

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# Deloitte.





[www.deloitte.ca](http://www.deloitte.ca)

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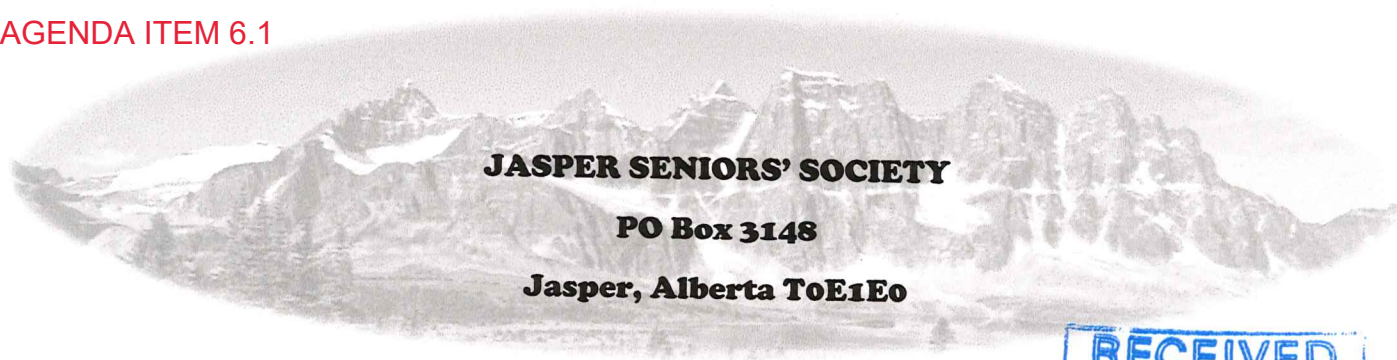
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AGENDA ITEM 6.1



**JASPER SENIORS' SOCIETY**

**PO Box 3148**

**Jasper, Alberta T0E1E0**

January 12, 2023



Municipality of Jasper

PO Box 520

Jasper, AB T0E 1E0

Dear Mayor Ireland and Council,

RE: Seniors' Recreation Facilities Pass

At our recent January 9<sup>th</sup>, 2023 Jasper Seniors' Society meeting, a motion was unanimously passed requesting your consideration in issuing free passes for access to the aquatic and activity centres to seventy-five plus aged seniors.

Not only would this encourage physical well-being but also enhance the mental well-being of individuals who are perhaps living on their own and could benefit from being with others.

It is also a great gesture of appreciation for the many years seniors have served their community.

We thank you for your consideration and look forward to your response.

Respectfully,

A handwritten signature in black ink, appearing to read "Janis Marks", written in a cursive style.

Janis Marks, President

Mary Wilson, Secretary

## AGENDA ITEM 7.1

### REQUEST FOR DECISION

**Subject:** 2022 Debenture Payment to Reserve Transfers  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Natasha Malenchak, Director of Finance and Administration  
**Date:** January 24, 2023

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#### Recommendation:

- That Committee recommend Council approve the following transfers of 2022 budgeted debenture expense funds to reserves as follows:
  - \$297,766 to the Utility Operating Reserve
  - \$337,617 to the Financial Stabilization Reserve

#### Alternatives:

- That Committee recommend Council to approve the transfer of the total amount of \$635,383 to the Financial Stabilization Reserve.

#### Background:

In December of 2022 Council approved policy B-112 Reserves Policy that established the structure and use of municipal reserve funds. Section 3 of the policy requires Council to 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.

The approved 2022 Budget proposed 3 new debentures for planned infrastructure projects these included Wastewater Treatment Plant Upgrades (\$3M), Water Meters (\$1M) and the Activity Centre Renovation – (\$4M).

The projects above did not proceed as planned and therefore debentures were not taken.

#### Discussion:

It was projected that the Wastewater Treatment Plant would require additional funding in 2022 however this need did not transpire however will definitely be needed in the 2023 fiscal year. The 2022 approved budget included a total of \$115,746 in expected payments (\$105,830 Interest, and \$59,111 principal) that were not required.

The water department was also planning a debenture for Water Meters in 2022. During the year, it was noted that there were many new technological movements in this area, and it would be wise to assess the technology changes before proceeding with this project. The 2022 approved budget included a total of \$182,020 in expected payments (\$109,962 Interest, and \$59,111 principal) that were not required.

The Activity Centre Renovation project did not advance to the construction phase and the Municipality could

handle the required cash flow without debenture. The debenture however will be required in 2023 as the project will proceed to construction in Q2 of this year. The 2022 approved budget included a total of \$337,617 in expected payments (\$211,692 Interest, and \$152,925 principal) that were not required.

A council motion approving this transaction is required as it involves reallocation of funds from the 2022 budget prior to closing the fiscal year.

During 2023 Budget Discussion, it was indicated that administration would to come forward to request this reallocation and that the 2023 budget included the expectation that these funds would be withdrawn from reserves to support the capital plan.

If these transfers do not occur, it will impact the 2023 year-end financials significantly.

**Strategic Relevance:**

Organizational Excellence:

- Ensure residents receive quality service that provides strong value for dollar.
- Proactively plan for and invest in the maintenance and management of our natural assets and built infrastructure.
- Pursue alternative revenue sources and equitable distribution of costs.

**Inclusion Considerations:**

- The Municipal Inclusion Assessment Tool is not applicable to this recommendation.

**Relevant Legislation:**

- [B-112 Reserves Policy](#)

**Financial:**

Entries would be made in the financial software to allocate the funds to reserves in 2022 and then in 2023 would be transferred to revenue to offset increases felt in the 2023 budget. These transactions will be reflected in the overall 2022 year-end results.

## AGENDA ITEM 7.2

### REQUEST FOR DECISION

**Subject:** 2022 Property Tax Receivable/Write-Off Request

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

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

**Date:** January 24, 2023

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#### Recommendation:

- That Committee recommend Council to direct administration to write off Property Tax receivable for Roll 500000 (Provincial Building) for half of the amount levied in the amount of \$29,161.84.

#### Alternatives:

- That Committee recommend Council directs administration to keep the amount set as a Property Tax receivable in the amount of \$29,161.84.

#### Background:

In January 2020, the Municipality received correspondence from Alberta Municipal Affairs stating only 75% of the 2019 tax levy and 50% of levies going forward in future years would be considered. Therefore in 2019, the levy in the amount of \$47,418.83 issued received payment in the amount of \$35,564.12. Council directed Administration to write off the outstanding amount of \$11,854.71 in unpaid municipal taxes.

In 2020, Roll 500000 was levied \$45,487.84. The letter from January 24, 2020, explained that the province would only be approving a payment of 50% of the 2020 levied taxation. A payment was received in the amount of \$22,743.92 (50% of amount due) on March 19, 2021.

In 2021, Roll 500000 was levied \$51,490.50 and a payment of \$25,745.25 (50% of amount due) was received on December 2, 2021 leaving an outstanding amount due in the same amount. Administration has deemed this property tax receivable as uncollectable due to notice from the Provincial Government.

In 2022, Roll 500000 was levied \$58,323.69 and a payment of \$29,161.85 (50% of amount due) was received on October 20, 2022, leaving an outstanding amount due in the same amount. Administration has deemed this property tax receivable as uncollectable due to notice from the Provincial Government.

#### Discussion:

The provincial Grants In Place of Taxes program (GIPOT) is meant to cover the costs of the services municipalities provide to Crown properties, which are exempt from tax. The federal government maintains a similar program called Payment in Lieu of Taxes (PILT). As stated by the federal government the general principle of both programs is the same:

"Most federal [and provincial] properties benefit from the services provided by Canadian municipalities. The Government of Canada firmly supports the principle that, as a property owner, even though it is exempt from taxation, it should share in the cost of local government equitably with other property owners in the community."

Unfortunately, beginning in 2019 the province of Alberta has unilaterally decided to pay less than the full amount of property taxes levied by local municipalities. The recently announced provincial budget shows that the Government of Alberta continues to only cover half the amount of property taxes that would normally be owed for provincial properties that are exempt from taxation. With the province paying less the costs of providing essential services such as policing, fire, water and waste management, and transportation for provincial properties is essentially shifted to all other property owners in the municipality.

Administration has deemed this property tax receivable as “uncollectable” because municipalities are created under provincial legislation and have no mechanism to collect unpaid amounts from the government of Alberta. For the purposes of the annual audit administration must recommend that council authorize the write off of these uncollectable amounts.

#### **Inclusion Considerations:**

- The Municipal Inclusion Assessment Tool is not applicable to this recommendation.

#### **Relevant Legislation:**

##### ***Municipal Government Act, RSA 2000, Chapter M-23***

##### ***Grants in place of taxes***

##### ***Section 366***

*(1) Each year a municipality may apply to the Crown for a grant if there is property in the municipality that the Crown has an interest in.*

*(2) The Crown may pay to the municipality a grant not exceeding the amount that would be recoverable by the municipality if the property that the Crown has an interest in were not exempt from taxation under this Division.*

##### ***Grants in place of taxes***

##### ***Section 380***

*(1) Each year a municipality may apply to the Crown for a grant if there is a business in the municipality operated by the Crown.*

*(2) The Crown may pay to the municipality a grant not exceeding the amount that would be recoverable by the municipality if the business operated by the Crown were not exempt from taxation under this Division.*

##### ***Cancellation, reduction, refund or deferral of taxes***

##### ***Section 347***

*(1) If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:*

- (a) cancel or reduce tax arrears;*
- (b) cancel or refund all or part of a tax;*
- (c) defer the collection of a tax.*

#### **Strategic Relevance:**

##### **Advocacy**

- Increase awareness and understanding of our unique conditions with other orders of government and funders.

**Financial:**

The write off expense of \$29,161.84 in 2022 fiscal year will reduce the taxes receivable and the 2022 year-end surplus or increase year end deficit.

**Attachments:**

- 2022 Tax Notice; Roll 500000.





P.O. Box 520  
Jasper, AB  
T0E 1E0  
Ph: (780) 852-6511/6505

# 2022 Tax Notice

**\*\* REPRINT**

**Roll #** 500000 **Year** 2022 **Date** Jun 15, 2022

Copy sent to:

Municipal Address: 627,29 &31-Patricia St.  
Lot/ Block/ Plan: 9 to 13 /9 /1285TR

2022 .

Land Use Descriptions			Total Assessment		
709	Prov Urban Municipal				\$4,453,890
814	Urban Non Profit Exempt				\$974,290
820	Urban Municipal Exempt				\$1,531,020
					\$0
			<b>TOTAL ASSESSMENT</b>		
			<b>\$6,959,200</b>		
EDUCATION/EVERGREEN TAXES			MUNICIPAL TAXES		
EDUCATION SERVICES	MILL RATE	TAXES	MUNICIPAL SERVICES	MILL RATE	TAXES
			Exempt	0.000000	
			Commercial-Municipal-Urban	0.013095	\$58,323.69
			<b>TOTAL MUNICIPAL TAXES (B)</b>		
			<b>\$58,323.69</b>		
			<b>LOCAL IMPROVEMENT</b>		
			<b>\$0.00</b>		
<b>TOTAL EDUCATION TAXES (A)</b>			<b>LOCAL IMPROVEMENT TAXES (C)</b>		
<b>\$0.00</b>			<b>\$0.00</b>		

You have been assessed under the provisions of the Municipal Government Act. Taxes are due and payable to the Municipality of Jasper. 7.64% of your Municipal taxes go to Parks Canada for Land Rent, Use & Planning and, 2.77% to Provincial Rural Police Funding. Unpaid taxes may be recovered as provided in the Municipal Government Act. If you require a tax receipt please contact our office. **Current Taxes:** A 3% penalty will be applied monthly starting July 16th.

**CURRENT TAXES**  
(A + B + C)

\$58,323.69

**Add/Credit**  
**Arrears/Credit**

\$25,745.25

**AMOUNT DUE**  
**July 15, 2022**

\$84,068.94

**Payable AFTER**  
**July 15, 2022**

\$85,818.65

## REMITTANCE PORTION

[Redacted Address]

**Roll#**

500000

**N/A Code**

[Redacted N/A Code]

**Year**

2022

**Date**

Jun 15, 2022

**DUE DATE**  
**July 15, 2022**

**AMOUNT DUE**  
**\$84,068.94**

**ENTER AMOUNT**  
**OF PAYMENT**  
**\$**

Is your Name / Address Correct? ☐ Yes ☐ No

If not, put the correct name and address on the reverse side of this remittance form and return with your payment.

## MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)
Community Conversations – Town Internet Access	August 23, 2022	Director of Finance & Administration	That Committee direct Administration to explore opportunities for town wide internet access.	February 2023
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.	February 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  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.	February 2023
Traffic Advisory Committee Draft Terms of Reference	October 25, 2022	Director of Operations and Director of Protective & Legislative Services	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.	March 2023
Communities in Bloom Draft Terms of Reference	October 25, 2022	CAO	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.	February 2023
Provision of Services to Private Leaseholders at No Cost	November 1, 2022	Director of Operations	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.	April 2023
<del>Solid Waste and Recycling Charges</del>	<del>November 29, 2022</del>	<del>Director of Finance &amp; Administration &amp; Director of Operations</del>	<del>That Committee direct administration to report back a future COTW with a report reviewing options to increase equity in solid waste and recycling charges.</del>	<del>January 2023</del>

<b>Victim Services Changes</b>	<b>December 13, 2022</b>	<b>Director of Community Development</b>	That Committee direct Administration to review and report back to a future Committee of the Whole meeting regarding local impacts on service levels for victims of non-criminal trauma.	<b>February 2023</b>
<b>Community Conversations Policy A-005 Policy Review</b>	<b>December 13, 2022</b>	<b>Director of Community Development</b>	That Committee direct Administration to return to a future Committee of the Whole meeting with the following amendments to the Community Conversations policy: <ul style="list-style-type: none"> <li>• define with more clarity the role of council and staff</li> <li>• remove 'Recreation' and Include an area of focus for 'Economic Prosperity'</li> </ul>	<b>February 2023</b>
<b>Clean Energy Improvement Program</b>	<b>December 13, 2022</b>	<b>Director of Operations and Director of Finance &amp; Administration</b>	That Committee direct Administration to work with Alberta Municipalities and develop the following and present them at a future committee of the whole meeting: <ul style="list-style-type: none"> <li>• A Clean Energy Improvement Program business case for Jasper</li> <li>• Draft Clean Energy Improvement Tax bylaw</li> </ul>	<b>March 2023</b>
<b>Early Learning and Child Care Strategy</b>	<b>December 13, 2022</b>	<b>Director of Community Development</b>	That Committee direct Administration to work with community stakeholders to develop a draft early learning and child care strategy for Jasper and return to a future Committee of the Whole meeting.	<b>February 2023</b>
<b>JCHC Governance</b>	<b>January 10, 2023</b>	<b>CAO</b>	That Committee direct Administration to begin the process of converting the Jasper Community Housing Corporation to a Municipally Controlled Corporation, by developing: <ol style="list-style-type: none"> <li>1. a draft business plan</li> <li>2. a draft Unanimous Shareholder's Agreement</li> </ol>	<b>June 2023</b>