

Municipality of Jasper
Committee of the Whole Meeting Agenda
January 10, 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 10, 2022 Committee of the Whole agenda attachment

4. December 13, 2022 Committee of the Whole minutes attachment

4.1 Business arising from minutes

5. Delegations

6. Correspondence

7. New business

7.1 Robson & Lions Parks Concepts RFD attachment

7.2 Municipally Controlled Corporation – JCHC Governance attachment

7.3 Policy B-017 Community & Economic Development Fund attachment

7.4 Council Human Resources Committee Draft Terms of Reference attachment

7.5 Jasper Community Team Society Discussion and Memorandum of Understanding attachment

7.6 Promoting Active Transportation in Jasper Feasibility Study RFP Award attachment

8. Motion Action List attachment

9. Councillor upcoming meetings

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

10. Upcoming events

Jasper Park Chamber of Commerce General Meeting – January 11, 7:30am, Chateau Jasper

Jasper in January – January 13-29

Intergovernmental Meeting – January 17, 9:30am, Parks Canada Lower Boardroom

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

11. Adjournment

All regular and committee meetings of Council are video-recorded and archived on YouTube.

Municipality of Jasper
Committee of the Whole Meeting Minutes
Tuesday, December 13, 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	Mayor Richard Ireland, Deputy Mayor Wendy Hall, Councillors Scott Wilson, Ralph Melnyk, Helen Kelleher-Empey, Rico Damota and Kathleen Waxer		
Absent	none		
Also present	Bill Given, Chief Administrative Officer Christine Nadon, Director of Protective & Legislative Services Natasha Malenchak, Director of Finance & Administration Christopher Read, Director of Community Development Lisa Daniel, Childcare Services Manager Lisa Riddell, Community Development Manager Faraz Khan, Municipal Energy Manager Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator James Jackson, Tourism Jasper Karen Edwards & Mary-Frances Smith, Community-University Partnership, University of Alberta Pattie Pavlov, Jasper Park Chamber of Commerce Bob Covey, The Jasper Local Jason Stockfish, The Fitzhugh 8 observers		
Call to Order	Deputy Mayor Hall called the December 13, 2022 Committee of the Whole meeting to order at 9:31am and began with a Traditional Land Acknowledgement .		
Additions to the agenda	none		
Approval of agenda #565/22	MOTION by Councillor Wilson that Committee approve the agenda for the December 13, 2022 Committee of the Whole meeting as presented.		
	FOR 6 Councillors	AGAINST 0 Councillor	CARRIED
Business arising	none		
Delegations – Tourism Jasper #566/22	Council received an update from James Jackson of Tourism Jasper highlighting their six year strategic plan, a 2022 Performance Review, a forecast for 2023 and a review of major initiatives.		

MOTION by Councillor Waxer that Committee receive the update from Tourism Jasper for information.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Delegations - Community- University Partnership - School of Public Health, U of A	Council received a presentation from Director Karen Edwards and Graduate Student Mary-Frances Smith of the Community-University Partnership at the School of Public Health from the University of Alberta. The presentation included materials from the report to be received later in the meeting on the Jasper Early Learning Child Care Strategy. Director Edwards reviewed the methodology of the study, subsequent results and provided clarity to Council where requested.
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Councillor Kelleher-Empey joined the meeting at 10:48m.

Correspondence – Office of the Minister Public Safety & Emergency Services #567/22	MOTION by Mayor Ireland 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.	
FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Correspondence – Jasper Employment & Education Centre #568/22	MOTION by Councillor Kelleher-Empey that Committee recommend that Mayor Ireland provide a letter of support on behalf of Council to the Jasper Employment & Education Centre as per their request.	
FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Recess	Deputy Mayor Hall called a recess from 11:00 to 11:10am.
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Early Learning and Child Care Strategy #569/22	Lisa Daniel, Childcare Services Manager, reviewed the report including recommendations on the Early Learning Child Care Strategy and shared the challenges faced by workers and parents.
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MOTION by Councillor Waxer 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.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

#570/22	MOTION by Councillor Damota that Committee receive the attached report, Context and Considerations for Creating a Jasper Early Learning and Child Care Strategy for information.
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FOR	AGAINST
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	7 Councillors	0 Councillor	CARRIED
Community Conversations Annual Report #571/22	MOTION by Councillor Melnyk that Committee receive the Community Conversations annual report for 2022 for information.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Community Conversations Policy A-005 Policy Review #572/22	Lisa Riddell, Community Development Manager, presented a draft revised Policy A-005 for Council's consideration. Christopher Read, Director of Community Development, was also present to answer Council's questions.		
	MOTION by Mayor Ireland 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"> • define with more clarity the role of council and staff • remove 'Recreation' and Include an area of focus for 'Economic Prosperity' 		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Recess	Deputy Mayor Hall called for a recess from 12:30-1:30pm.		
Extension of meeting #573/22	MOTION by Councillor Melnyk at 1:30pm that the December 13, 2022 Committee meeting be extended beyond four hours if necessary.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Director's Report – Finance & Administration #574/22	Director of Finance & Administration, Natasha Malenchak, presented a director's report highlighting the work done in the department over the past few months.		
	MOTION by Councillor Kelleher-Empey that Committee receive the Finance & Administration Director's Report for information.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Reserves Policy #575/22	Natasha Malenchak, Director of Finance & Administration reviewed the updated draft of the Reserves Policy including Schedule A.		
	MOTION by Mayor Ireland that Schedule A be amended to delete the word 'maximum' in the target balance for the Community Housing Reserve.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
	MOTION by Councillor Kelleher-Empey that the name 'Public Transportation Reserve' be		

#576/22	<p>changed to 'Public Transportation and Parking Reserve', and;</p> <p>That the purpose guideline be changed to reflect that the Public Transportation and Parking Reserve supports the development of public transportation solutions identified in the 2022 Public Transportation Study and public parking infrastructure.</p> <p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
#577/22	<p>MOTION by Mayor Ireland that Committee recommend Council approve Reserves Policy (B-112) and Schedule A (Reserve Descriptions) as amended.</p> <p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
<p>Clean Energy Improvements Program</p> <p>#578/22</p>	<p>Committee received a report from Faraz Khan, Municipal Energy Manager, on the Clean Energy Improvement Program.</p> <p>MOTION by Councillor Wilson that Committee direct Administration to work with Alberta Municipalities and develop the following and present them at a future committee of the whole meeting:</p> <ul style="list-style-type: none"> • A Clean Energy Improvement Program business case for Jasper • Draft Clean Energy Improvement Tax bylaw <p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
<p>Regional All Hazards Incident Management Team Agreement</p> <p>#579/22</p>	<p>Christine Nadon, Director of Protective & Legislative Services, presented the Regional All Hazards Incident Management Team Agreement to Council for their consideration.</p> <p>MOTION by Councillor Wilson that Committee recommend Council enter into the Northwest Alberta Emergency Resource Agreement as presented.</p> <p>FOR 7 Councillors</p> <p>AGAINST 0 Councillor</p> <p>CARRIED</p>
<p>Commercial Use of Public Space - Patio Seating</p> <p>#580/22</p>	<p>CAO Bill Given reviewed the work done by the Commercial Use of Public Space Task force including their meeting schedule, considerations, and recommendations. Pattie Pavlov was also in attendance as a member of the task force.</p> <p>MOTION by Councillor Wilson that Committee recommend Council approve the proposed standards for patio seating recommended by the Commercial Use of Public Space Taskforce with the following amendments:</p> <ul style="list-style-type: none"> • That the additional consideration related to previously approved installations be changed to read "Installations that received 3-year approvals in 2022 shall not be required to meet the new standards until their existing 3-year approval expires."; and

- That the additional consideration related to new installation applications be changed to read “Installations meeting the criteria proposed above shall be granted a 5-year term to guarantee financial returns from their infrastructure capital investment.”

And,

That Committee direct Administration to work with Parks Canada to implement the proposed standards for the 2023 season and beyond.

FOR	AGAINST	
5 Councillors	2 Councillor	CARRIED
	(Mayor Ireland & Councillor Waxer)	

Motion Action List #581/22 Administration reviewed the Motion Action List.

MOTION by Councillor Damota that Committee approve the updated Motion Action List including the removal of the following items:

- Parcel GB Development Information
- Alberta/Japan Twinning Municipalities
- Community Conversations – Communications
- Reserve Policy
- Clean Energy Improvement Program
- Multi-purpose Hall Sound System

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Councillor reports Mayor Ireland has a meeting with the board of the Jasper Destination Marketing Corporation later this week. He is also meeting later this week with the Jasper Park Chamber of Commerce regarding an event proposal for next June.

Councillor Melnyk has a Jasper Yellowhead Historical Society meeting this evening.

The Emergency Advisory Committee meeting will be meeting tomorrow afternoon.

Upcoming Events Council reviewed a list of upcoming events.

Closed Session #582/22 MOTION by Councillor Wilson at 4:18pm that Committee move in to closed session (in-camera) subject to FOIP, S. 17(4)(f), to discuss human resource related matters.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Open Session #583/22 MOTION by Councillor Melnyk that Committee move back to open session at 4:52pm.

FOR	AGAINST
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7 Councillors

0 Councillors

CARRIED

Adjournment
#584/22

MOTION by Councillor Kelleher-Empey that, there being no further business, the Committee of the Whole meeting of December 13, 2022 be adjourned at 4:52pm.

FOR

AGAINST

7 Councillors

0 Councillors

CARRIED

AGENDA ITEM 7.1

REQUEST FOR DECISION

Subject: Robson & Lions Park Concepts
From: Bill Given, Chief Administrative Officer
Prepared by: Christopher Read, Director Community Development
Date: January 10, 2023



Recommendation:

- That Committee receive the WSP report on the Robson & Lions Parks Concepts for information; and,
- That Committee direct administration to include the concept plans for consideration in the 2024 budget deliberations.

Alternatives:

- That Committee receive the Robson & Lions Parks Concepts report prepared by WSP for information only.

Background:

At the June 28, 2022 Committee of the Whole meeting, Council passed the following motion:

MOTION #294/22:

That Committee receive WSP presentation on Robson and Lion's Park Planning for information; and

That Committee direct conceptual plans be developed in a scale reflective of today's Committee of the Whole discussion.

Based on that motion, WSP has delivered the attached report, as presented earlier in today's meeting.

Discussion:

The concept plans reflect thoughtful design elements and are an excellent basis for planning the revitalization of those two important community spaces. The community feedback was helpful in finessing the ideas, and administration sees much value in these concepts and supports bringing them into budget discussions in the future.

Strategic Plan Relevance:

- Community Health
 - Promote and enhance recreational and cultural opportunities and spaces.
 - Enable and facilitate events that provide opportunities to increase community connections.
 - Leverage and create opportunities for greater inclusion.
 - Recognize the fundamental importance of our tourism economy.

- Relationships
 - Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Organizational Excellence
 - Proactively plan for and invest in the maintenance and management of our natural assets and built infrastructure.
 - Ensure residents receive quality service that provides strong value for dollar.

Financial:

There is no budget line item for revitalizing these parks in the 2023 budget. Council may consider adding some or all of the recommendations resulting from the concept report in the 2024 and future budgets.

Attachments

- WSP Robson & Lions Parks Concepts final report.



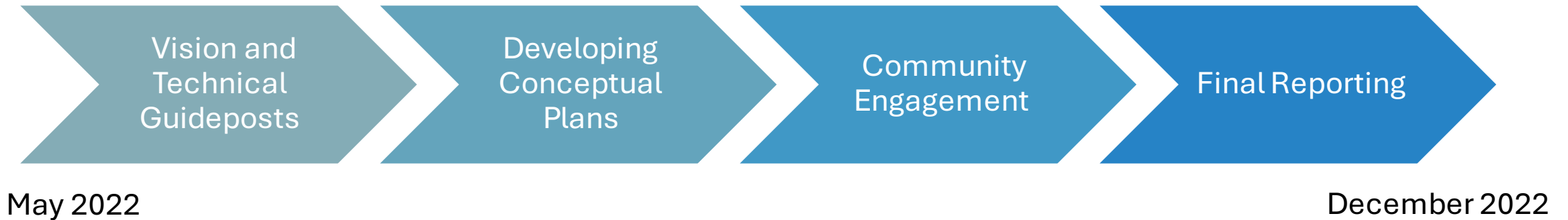
Lions and Robson Park Concepts

January 10, 2023

Outline

1. Project Process and Timing
2. Existing Conditions Recap
3. What we learned from the Community
 - a) Council Feedback Summary
 - b) Stakeholder Feedback Summary
4. Park Concepts and Probable Costs
 - a) Robson Park
 - b) Lions Park
5. Public Survey Feedback Summary
6. Next Steps

Project Process



- Existing Conditions Recap
- Council Feedback
- Stakeholder Feedback

- Park Concepts and Costs

- Public Survey Summary and Feedback

- Final Council Report

Existing Conditions Recap

Robson Park Overview



Existing users/uses

Mix of residents and
visitors, mix of ages
Local events and
informal gatherings (ex.
World Tree, group rides)
School and Library
amenity



Opportunities

Central location
Relatively flat site with
minimal hard
infrastructure
Unfenced and relatively
accessible



Constraints

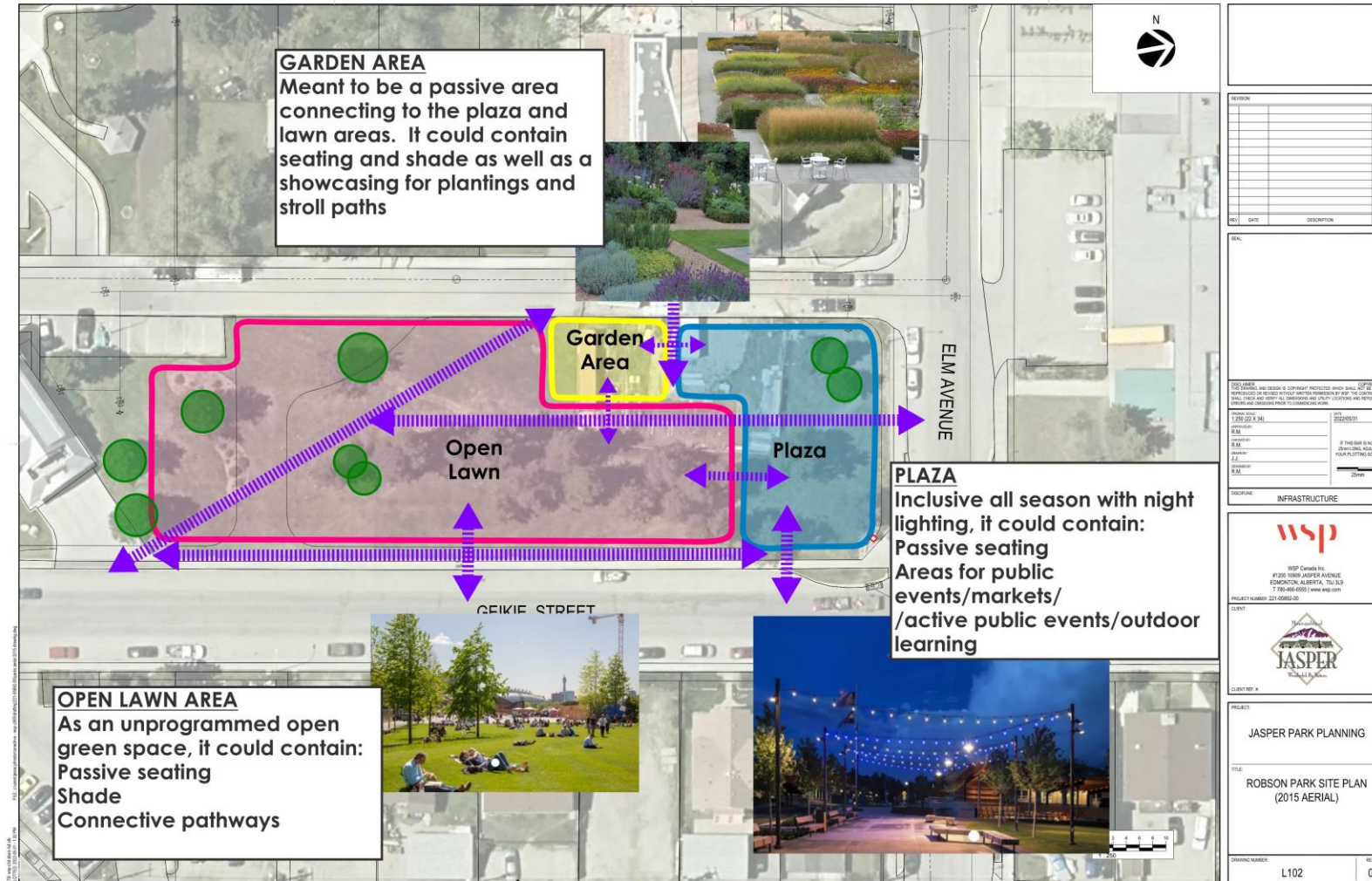
Minimal infrastructure



Robson Park – Existing



Robson Park – Spatial Relationships Plan



Lions Park Overview



Existing users/uses

Majority local families, unprogrammed play

Younger children (playground) and older children (basketball)

Low-density residential on Tonquin and Pine sides, high-density residential on Turret side



Opportunities

Existing playground equipment

Existing servicing

Topography



Constraints

Topography can be a barrier to accessibility

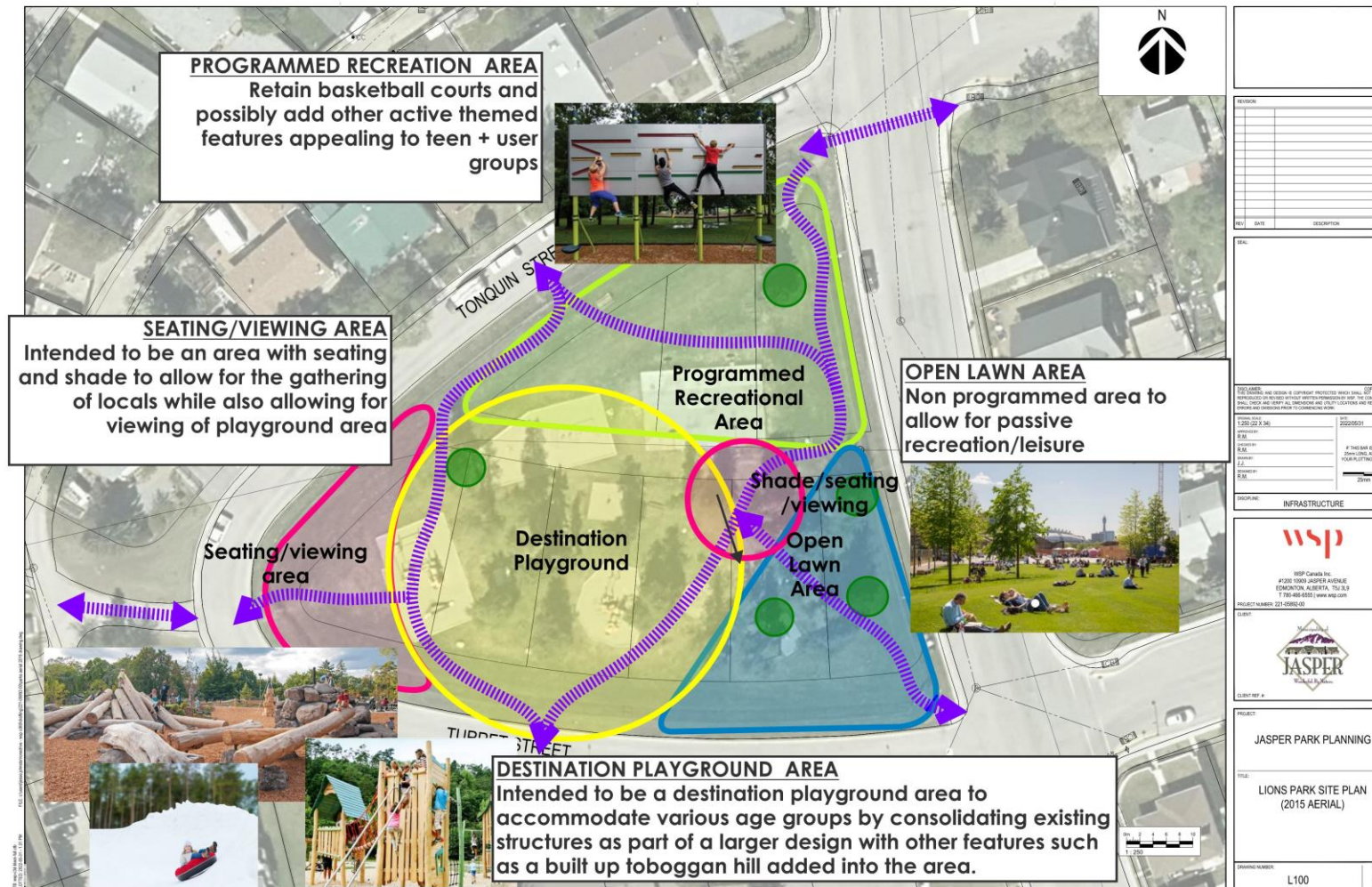
Playground equipment styles vary



WSIP



Lions Park – Spatial Relationships Plan



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Council Feedback

Council Feedback

Lions Park Use of Space:

- Consider spray park as a community amenity, scaled appropriately
- Spray park could be the key amenity. Consider a naturalized spray park design, opportunity for winter use
- Consider Parks Canada's development plans on Turret; check in with Parks on status of project.
- Year-round uses are important; reflect seasonality. There is support for a sledding hill

Robson Park Use of Space:

- Want ability to host community events such as Indigenous Peoples Day, World Tree
- Regular programming opportunities like the Farmer's Market
- Consider year-round uses, seasonality; park is inclusive for all users and uses
- Naturalized treatment of space
- Skating rink is of value and is well-used by community members

Council Feedback

Budget

- It is important to do these projects right; willing to invest to optimize the spaces and make them great community amenities
- Do not approach concept plans with a constrained budget, but keep Jasper's context and tax-base in mind
- Council will be open to external funding opportunities
- Council may want to prioritize park investments after concept planning process is complete
 - Municipality has limited debt capacity and it will be traded off with other major investments
- Ensure plans and budgets are discrete from each other.

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Stakeholder Feedback

Stakeholders

Lions Park Stakeholders:

- Lions Club
- Parks Canada (Turret Street Development)

Robson Park Stakeholders:

- JAG
- Jasper Municipal Library
- Habitat
- Tourism Jasper
- + Input from previous Community Conversations

Robson Park Stakeholder Feedback

Landscaping and Design

- More trees, more shade
- Concern about planted area in front of cultural centre obstructing sightlines to building - Elevate the visual profile of the building
- Desire lines from east at Geikie and Elm as a visitor entrance
- Don't obstruct the view of the Library & Cultural Centre

Public Space

- Consider public art in lieu of garden area
- Include outside programming space with shade to allow for outside classroom, story time, LARP time
- Water fountain

Electrical and Lighting

- Install adequate electrical for events – ie. enough power for events, market vendors, and night market lighting)
- Include lighting in park, especially along walkways
- Pillars and lights

Facilities and Vehicular Access

- Garbage facilities
- Curbing for loading and unloading; vehicular access for things like the night market

Robson Park Community Feedback

Feedback from Community Conversations Between January and June, 2022

Issue	Proposed Solutions
Improve communication on what's happening	Let people know what's going on in the parks and how they can be involved.
Spaces are generally being underutilized	<p>Promote social connection: Increase use and enjoyment of community spaces (i.e. opportunities for unstructured, unscheduled recreation and socialization that are accessible and barrier-free)</p> <p>Examples/ Ideas include: Fire pits, ice rink, labyrinth, garden boxes, cook shelter, shade, and small 'invitations to play - like the train</p>
Need to promoting recovery and resilience post covid	Grief and gratitude tree' was very well received during COVID. The World Tree is a beloved community feature in Robson Park. It is centered around fostering resilience or embracing
Water Feature and Extreme Heat	Include a water feature (not necessarily a spray park) – ie. a fountain or a creative 'sprinkler' for all ages to cool off in summer. Newcomers live in staff accommodation with little reprieve from heat and don't have transportation to get out to the beaches or rivers.
Community and Food Security	Shade and firepits. Adding a community pizza or bread oven to a cook shelter came up as well. This would also tie in with some of what we've been hearing around promoting community and food security through sharing food etc.
Year-round use	Ambient or solar powered lighting could make the park more usable year-round. A skating rink with overhead lighting can enhance it in the dark winter months.

Lions Park Stakeholder Feedback

- Changes that stakeholders want to see:
 - **Versatility**
 - The park is useful in all seasons
 - Make the park more versatile (i.e. include natural sledding hill or sliding amenity)
 - Create more space for a basketball court (with flexibility to become a rink in the winter)
 - Want a shelter for changing into skates in the winter
 - Spray / Splash park
 - Year-round water and sewer for a washroom (small single washroom facility)
 - A storage and concession facility
- Engagement:
 - Lions Club funds 20-30 initiatives per year, and fundraises typically \$20,000 to \$50,000 per year
 - Lions Club can help with outreach and distribution of a survey. They would be interested in public feedback about operation and maintenance of the park
 - Parks Canada's Turret Street Staff accommodation will be primarily for single adults and couples. Site servicing discussions with Municipality are still forthcoming

Park Concepts and Costs

Robson Park Concept



Robson Park Design Narrative

Located near the heart of the historic downtown and commercial hub of Jasper, Robson Park has been home to a diverse range of user and events over the years. With numerous public facilities such as the Library and Cultural Centre, Elementary School, health and emergency services all located nearby, as well as the central business district a block away, Robson Park is home to a wide array of user groups from locals to visitors.

The new Robson Park design is intended to welcome programming such as festivals and markets. It will also host casual users looking to relax and enjoy the various spaces in all seasons.

Robson Park is divided into four distinct spaces with walks and paths dividing them.

1 The Gathering Shade Area is an informal clustering of trees and picnic tables to allow groups and families to gather in an open shaded areas. This area could be seen as a backyard for community members who do not have access to their own backyard spaces.

2 The Great Lawn is a flexible space that can be used for any number of unprogrammed activities. A light depression in the lawn will allow for the creation of an outdoor skating area in the winter, helping to ensure four season use of the Park.

3 The Multi-Use Plaza is an inviting area to gather in the day or evening. It is a paved and sheltered area in the Park, with proposed festival lighting. It can also be used as an area for school classroom gatherings, or festivals with space enough for 9 -10' tents.

4 The gravelled and Shaded Grove off the Plaza relates to the Public Library across the street and provides a quiet space for all to enjoy.

The walks through Robson Park are both corridors and quality spaces.

5 The Treed Gravel Walk between the shade area and great lawn respects an existing desire line locals use to move through from the downtown to the library. As a casual walk with benches and lighting, it provides a safe connective area with opportunities to stop and relax while framing sight lines to an important municipal facility.

6 A 4 metre wide Promenade runs along Geikie Street and is the interface between the Park and the downtown from the hotel and tourist-lodging areas to the north. As a tree lined walk with seating and lighting it is a space unto itself connecting people and places together.

Robson Park Probable Costs

Item	Description	Total Amount
1.0	Demolition	\$20,000.00
2.0	Site Preparation	\$30,660.00
3.0	Softscape	\$62,865.00
4.0	Landscape Maintenance	\$9,429.75
5.0	Hardscape	\$330,550.00
6.0	Site Furniture + Structures	\$165,500.00
7.0	Lighting	\$138,000.00
8.0	Misc	\$68,000.00
8.0	Professional Services	\$46,000.00
	<i>Subtotal</i>	<i>\$872,004.75</i>
	<i>Contingency (20%)</i>	<i>\$174,400.95</i>
	Robson Park Total	\$1,046,405.70

Lions Park Concept



Lions Park Design Narrative

Lions Park is located in the residential area of west Jasper. It has served as a community and family activity focal point for years with numerous features and playground features as well as scattered through the site. The Lions Club and the Municipality are both custodians of this park.

The new Lions Park design intends to amalgamate some of the park's existing features, reorganize the functions and add some new key features to enhance the quality of the Park and its purpose as a four season amenity. With some creative grading in the east and north areas, the basketball courts will be relocated and a hill will be created with the extra material.

The main functioning areas of the park will be:

- 1** Play Zone 1 is for younger children, with the existing playground features reorganized.
- 2** Play Zone 2 is a complimentary play area for younger children, with new playground features.
- 3** Basketball Courts and Hockey Rink, which hosts up to three half basketball courts or a hockey rink. The asphalt basketball court will have a concrete curb around it, allowing it to be flooded and frozen for winter skating and hockey games.
- 4** Change Area / Utility Building will house the mechanical and electrical functions for the Park as well as have seating for court and ice area users.
- 5** Rolling and Sliding Hill is for tobogganing or sliding in the winter, enhancing the park as a winter amenity.
- 6** The Water Splash Pad is a new area proposed for summer season fun.
- 7** The Social Hub Area has an open air structure with a cooking and seating area as well as 4 season bathrooms. It also has an attached trellis area with outdoor seating and fire pit, which will allow community gathering and observation of the surrounding activities.

Lions Park Probable Costs

Item	Description	Total Amount
1.0	Demolition	\$20,000.00
2.0	Site Preparation	\$75,265.00
3.0	Softscape	\$119,575.00
4.0	Landscape Maintenance	\$17,963.25
5.0	Hardscape	\$191,250.00
6.0	Site Furniture + Structures	\$525,500.00
7.0	Lighting	\$97,000.00
8.0	Misc	\$88,000.00
8.0	Professional Services	\$54,000.00
	<i>Subtotal</i>	<i>\$1,188,526.25</i>
	<i>Contingency (20%)</i>	<i>\$237,705.25</i>
	Lions Park Total	\$1,436,231.50

Total Estimated Cost for Jasper Parks

Description	Total Amount
Robson Park Total	\$1,046,405.70
Lions Park Total	\$1,436,231.50
Total	\$2,472,637.00

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Public Survey Summary and Feedback

Robson Park Concept

Summary of the features that will add the most value to Robson Park, ranked in order of most votes (205 responses):

1. Great Lawn Space – 76%

2. Gathering Shade Area – 75%

3. Multi-use Plaza – 68%

4. Treed Gravel Walk – 57%

5. Four-meter Wide Promenade – 43%

6. Gravelled and Shaded Grove – 35%

Other Notes

Support for:

- Skating rink, world tree (but consider different prominent location for world tree)
- Greenery, trees and shade, some natural play features for children
- Electricity for festivals / events / food trucks
- Mixed support for lighting

Caution for:

- Use of gravel for pathways and amenities due to maintenance issues

Lions Park Concept

Summary of the features that will add the most value to Lions Park, ranked in order of most votes (211 responses):

1. Basketball Courts and Hockey Rink – 87%

2. Water Splash Pad – 75%

3. The Social Hub – 66%

4. Play Zone 1 (existing features reorganized) – 64%

5. Play Zone 2 (new features) - 61%

6. Change Area / Utility Building – 57%

7. Rolling and Sliding Hill – 55%

Other Notes

Positive feedback and **Support** for:

- Concept features
- Washrooms
- Covered structure in the Social Hub
- Splash Pad

Mixed feedback on:

- Lighting - some want more, some want less, some want lights that can be turned on only when needed
- Sliding hill
- Ensuring there is wheelchair (and stroller) accessibility and inclusive playground equipment

Next Steps



Validation of site and
servicing (site survey)



Refinement of
Concepts through
Preliminary Design



Public Information
and Feedback
Opportunity



Detailed Design

AGENDA ITEM 7.2

REQUEST FOR DECISION

Subject: Municipally Controlled Corporation – JCHC Governance
From: Bill Given, Chief Administrative Officer
Prepared by: Bill Given, Chief Administrative Officer
Reviewed by: Leanne Pelletier, JCHC Administration Officer
Date: January 10, 2023



Recommendation:

Committee direct administration to begin the process of converting the Jasper Community Housing Corporation to a Municipally Controlled Corporation, by developing:

1. a draft business plan
2. a draft Unanimous Shareholder's Agreement

Alternatives:

- That committee direct administration to return to a future committee with additional information on the process of converting the Jasper Community Housing Corporation to a Municipally Controlled Corporation.
- That committee received the report for information and take no further action.

Background:

On June 14th Committee passed the following motion:

...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.

The JCHC was incorporated on 2007 and is currently structured as a Non-Profit Private Company.

A Municipally Controlled Corporation (an "MCC") is a corporation that is created under the Business Corporations Act (the "BCA"). It is a separate legal entity and is not a part of the shareholders that own it. Corporations created pursuant to the BCA are the same types of corporations that are used in the private sector by private businesses.

There are 3 main elements to a Corporation, which are:

- Shareholder(s) – Shareholders own the shares and are the owners of the Corporation. Profits are paid to them. They do not need to be active in the operation of the Corporation but can be, if so desired.
- Directors – The appointed board of directors manages or supervises the management of the business and affairs of the Corporation (Section 101(1) of the BCA). The Board is either elected or appointed by the Shareholders. In the municipal context, they are somewhat analogous to Council.
- Officers – They provide the day to day operations of the Corporation. In the municipal context, they are somewhat analogous to municipal administration. Directors can be officers and vice versa but they do not have to be.

Discussion:

The MCC is a flexible corporate vehicle that is increasingly used by municipalities across Alberta for a myriad of reasons. A MCC is not a special type of corporation under the BCA. Rather, it is an ordinary corporation created under the BCA but is controlled by municipalities. Municipalities who wish to create, acquire or control a MCC must comply with the rules in the Municipal Government Act (the "MGA"). While an MCC, as a business corporation, shares many similarities with other for-profit corporations established under the Business Corporations Act (Alberta), an MCC also has distinctive characteristics.

The relationship between an MCC and its shareholder municipality (or municipalities), for example, and the degree of involvement and extent of control that a municipal council may exercise over the MCC, are important factors to consider when establishing an MCC, and will be highly relevant to its operations. Certain key characteristics, which are important to ensure a proper understanding of the features of an MCC, and to appreciate how an MCC carries on business, are set out in Appendix "A" of this RFD.

It is legally permissible to have a MCC with shares partially owned by a municipality (or many municipalities) and private sector entities. Pursuant to the MGA, a municipality may not own or control a corporation without certain steps being taken, including the following:

- **Hold a Public Hearing and Review a Business Plan**

Council must conduct a public hearing to consider:

- A business plan that addresses the costs of controlling the MCC, the value of assets for the MCC, cash flow projections, prospective financial statements.

- **Conduct Due Diligence**

Council must be satisfied that the MCC:

- That the MCC will carry on business for one of the municipal purposes set out in section 3 of the MGA (i.e. provide good government, provide services, develop and maintain safe and viable communities);
- That the MCC will provide a service or benefit to residents of the Municipality; and
- That the profits and dividends of the MCC will provide a direct benefit to the residents of the municipality.

- **Pass Municipal Resolution**

Following the public hearing and subject to being satisfied on the above questions Council must pass a resolution authorizing the Municipality to control the MCC.

- **Unanimous Shareholder Agreement**

After passing the resolution, council must create a Unanimous Shareholder Agreement ("USA") which addresses:

- shareholder relations;
- election of directors;
- decisions made by shareholders, not directors;
- decision making;
- dispute resolution procedure; and
- how to address material changes in services or operations.

Although not a requirement under the MGA, as a matter of corporate governance, an MCC's other founding documents (i.e. articles of incorporation, bylaws) and agreements to facilitate its operations (i.e. asset transfers, lease documents, service/supply agreements, and financing documents) must be prepared, and are fundamental parts of the process of establishing an MCC.

There are numerous benefits to organizing a business as an MCC, as the creation of a separate legal entity allows a municipality to benefit from the limitations on liability afforded by the use of a corporate structure. That being said, there are certain drawbacks to using an MCC, as some opportunities and advantages that are available to municipalities do not extend to MCCs.

As discussed above, perhaps the two greatest advantage of an MCC are; the ability to retain debt that does not count against the municipality's debt limit and; the ability to create a vehicle for equity through the creation of shares that can be bought and sold.

The Public Sector Accounting Board ("PSAB") has created the rules with respect to public sectors and their subsidiaries that they control. The MCC will be subject to the PSAB rules but if it is set up in the correct manner, the MCC's debts and liabilities will be isolated in the MCC and will not count to the Municipality's debt limit.

The default under the PSAB is that the liabilities and debts of the subsidiary/MCC will be consolidated with the municipalities who control that MCC. Therefore, if the MCC borrows money for a land acquisition/land development, that mortgage will count against the municipal debt limit through a consolidation of the financial statements.

However, if the business is set up as a "Government Business Enterprise" ("GBE"), that borrowing will not count against the municipal debt limit as they will not be consolidated. To be considered as a GBE, a 4 part test is applied by the auditors:

- Is the MCC is a separate entity with the power to contract in its own name and that can sue and be sued;
- Does the MCC has the financial and operational authority to carry on business
- Does the MCC sells goods/services outside the government reporting entity as its principal activity. In other words, it must provide its services to multiple people and/or businesses and not achieve all its revenue by supplying services to the Municipality.
- Is the MCC is self-sustaining (maintains operations and meets liabilities). It will satisfy its liabilities through its own revenue sources and will not be reliant upon municipal funding on an ongoing basis.

Another advantage to the MCC is the ability distribute profits to its municipal shareholder(s). An MCC is permitted to distribute profits via the payment of dividends to its shareholders without the requirement of obtaining ministerial approval, or needing to conduct a public hearing respecting this.

On the other side, if the Municipality intends to partner with non-municipality shareholders it must be thoughtful in order to maintain its tax exempt status. MCCs are exempt from payment of income taxes under Section 149(1)(d.3) of the Income Tax Act, but only if 90% of the shares are owned by a municipality or a group of municipalities. If the Municipality partners with industry participants and the shareholding of these participants will be greater than 10%, then the MCC will be fully taxable.

Nevertheless, an MCC remains the most flexible and often best suited of the available governance choices, and

there are numerous examples of Alberta municipalities successfully establishing and operating MCCs. In particular, with municipalities no longer required to obtain Ministerial approval before establishing or obtaining control of an MCC, the process has been streamlined, leaving it within the power of municipal council to establish an MCC through passage of a council resolution (in addition to satisfying the other MGA requirements).

An MCC provides a useful vehicle for operating a business while keeping that business, and the associated risks and liabilities, separate and apart from the Municipality itself.

While there are a number of steps required to create an MCC, the mandated process allows for a thorough consideration of the business plan to be undertaken, provides transparency to residents, and encourages a thoughtful examination into the utility of an MCC. Moreover, the reporting requirements established in the MGA ensure that council remains informed of the financial condition of the MCC, while through a carefully drafted USA, council can retain the power, through its position as the sole shareholder, to make important decisions on behalf of the MCC. Accordingly, an MCC offers an ideal corporate model for creating a separate business entity while maintaining the involvement and oversight of a municipal council.

The model of a Municipally Controlled Corporation satisfies Council's direction to identify a corporate structure that would enable the Jasper Community Housing Corporation to assume debt independent of the Municipality. Additionally the MCC model would also allow JCHC to raise private capital by issuing equity shares.

Strategic Relevance:

- Build our internal capacity to advance our housing priorities.
- Invest in developing community focused housing units.
- Collaborate with other municipalities, orders of government, indigenous partners and advocacy associations.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Pursue alternative revenue sources and equitable distribution of costs.

Relevant Legislation:

- Alberta Municipal Government Act
- Business Corporations Act

Financial:

Costs associated with the development of a draft business plan and Unanimous Shareholders Agreement are supported within the 2023 approved budget. Establishment of a MCC will allow the municipality to transfer housing related debt to the corporation where it will no longer count against the municipality's debt limit.

Attachments:

Appendix A "Key Characteristics of a Municipally Controlled Corporation"

Appendix A
Key Characteristics of a Municipally Controlled Corporation

A) MCC Independence

- The Municipality will retain ownership of the MCC as the sole shareholder, but with limited control of day-to-day operations and decision-making, which will be the responsibility of the MCC's board of directors and management;
- The Municipality will nevertheless retain ongoing influence over the MCC as the sole shareholder and through appointments to the MCC's board of directors;
- Moreover, during the establishment of the MCC, the Municipality can identify particular decisions that require shareholder approval and, through the USA, ensure that such decisions are made by the shareholder (i.e. this being, in the municipal context, the shareholder municipality's council).

B) Borrowing

- The MCC will have the ability to take on debt, and if it does, it will not impact the Municipality's borrowing ability, provided that the MCC meets the criteria of a GBE under PSAB standards;
- If the MCC is determined to be a GBE, the MCC's debts will be consolidated off the Municipality's balance sheets, meaning that the MCC's borrowing will not impact the Municipality's debt limits.

C) Liability/Risk

- The Municipality will have significant legal protection from financial, capacity, operations and maintenance, and governance risks as the MCC will be a separate entity from the Municipality and will carry the responsibility of managing those risks and the associated liabilities;
- Nevertheless, reputational risks will still exist for the Municipality, as residents may be unlikely to view the Municipality and the MCC as separate and distinct entities.

D) Business Framework

- The MCC can establish a clear mandate, guiding principles, and founding documents to create a framework for the MCC to maintain business continuity and have the flexibility to address emerging issues.

E) Asset Ownership

- Despite the creation of the MCC, this does not mean that the MCC owns any of the assets that it requires for its operational purposes. Steps must be taken to transfer existing assets to the MCC, or provide funding to the MCC to enable it to acquire the assets;
- The Municipality can either: (i) retain ownership of assets and/or enter into lease agreements with the MCC; or (ii) transfer ownership of assets to the MCC;
- The Municipality can retain a level of control over their assets while transferring risk, but the day-to-day management of the assets will be managed by the MCC;
- However, the Municipality will lose full control over their assets, which could put its community assets at risk.

F) Legal Powers

- The MCC would be a separate entity from the Municipality and would have natural person powers as per the parameters of its creation;

- With the establishment of a separate entity, risk is effectively taken on by the MCC, significantly reducing the Municipality's risk;
- Council control and influence once the MCC has been established will be limited;

G) Reporting

- The MCC must submit to the council of each of its municipal shareholders its annual financial statements, which must include supplementary disclosures concerning the nature and amount of any financial assistance, including transfers of money or other assets, loans and loan guarantees, provided to the MCC by any shareholder, the province or the federal government;
- Should there be a proposed material change to the business operations of the MCC, the MGA requires the council of each municipal shareholder to notify residents of the proposed change and provide an opportunity to residents to make representations, and thereafter to provide a report to the MCC summarizing the representations made during the engagement process;
- An MCC is also required to comply with its reporting requirements under the Business Corporations Act, such as maintaining a minute book and filing annual returns.

AGENDA ITEM 7.3

REQUEST FOR DECISION

Subject: Community and Economic Development Fund
From: Bill Given, Chief Administrative Officer
Prepared by: Lisa Riddell, Community Development Manager
Reviewed by: Christopher Read, Community Development Director
Date: January 10, 2023



Recommendation:

- That committee recommend Council adopt the updates to Policy B-017 Community and Economic Development Fund.

Alternatives:

- That committee direct administration to make changes to the draft policy and return to a future Committee of the Whole meeting.

Background:

On July 20, 2021 Council approved policy [A-001 Policy Development and Review Policy](#). Policy A-001 establishes that: *the Municipality of Jasper will operate a standardized system of developing, recording, approving, distributing and reviewing policies and procedures; policies and procedures will be maintained centrally and will be easily accessible; and, policies and accompanying administrative procedures will be reviewed every four years from the date adopted by Council unless there is a legislative requirement for a policy to be reviewed earlier.*

On May 24, 2022, Committee directed administration to conduct a review of the [administrative procedures for Policy B-017 Community & Economic Development Fund](#) and present recommendations at a future Committee meeting. Committee also referred the matter of funding the Community Economic development Fund to the 2023 budget discussion.

On October 25, 2022, administration presented an updated version of [Policy B-017 Community and Economic Development Fund](#). Committee referred Policy B-017 Community and Economic Development Fund to a future committee of the whole meeting with Administration incorporating amendments as discussed.

Discussion:

Administration has reviewed the input from committee from October 25 and has developed a draft, updated policy for review. The draft updated policy includes the following updates:

- 1). **Policy Statement** - two distinct streams have been delineated in the policy statement section. All project eligibility details have been moved to project eligibility.
- 2). **Standards** – timeline for receipt of applications was removed and will be added to procedure document.
- 3). **Applicants** – left parameters in recognizing that an individual with an idea has several avenues to pursue their idea (Share Your Passion, Community Conversations, letter to Council).
- 4). **Project eligibility** – softened the language and added in mention of the Inclusion Tool which will prompt applicants to review their concept for inclusivity as part of the application.

5). **Definitions** - added a definition of community connection.

The policy includes key information on what the Community and Economic Development Fund does, the scope of the fund, the standards, the responsibilities of Council and administration as well as definitions to ensure that the policy can be understood. The standards section of the policy sets out the high-level parameters under which all requests for funding must adhere. The level of funding Council wishes to allocate to this fund can be determined by Council and detailed in the standards section

Strategic Relevance:

- Promote and enhance recreational and cultural opportunities and spaces
- Enable and facilitate events that provide opportunities to increase community connections.
- Embrace our growing diversity
- Leverage and create opportunities for greater inclusion.
- Communicate and engage with residents
- Welcome the expertise, innovation, creativity and commitment of community members, groups, and associations

Inclusion Assessment:

- The Municipal Inclusion Assessment Tool has been applied to this recommendation.

Relevant Legislation:

- Policy [F-104](#) - Relationships with External Groups
- Policy [A-001](#) - Policy Development and Review
- Policy [E-015](#) - Equity, Diversity and Inclusion Policy
- Jasper Community Sustainability Plan

Financial:

The \$10,000 referenced in the policy can be funded within the existing budget.

During the 2023 budget presentation, administration presented Council with an option to add a position focused in part on supporting the effective dissemination of this funding as well as supporting recipients of this funding towards project success. That position was approved and will be posted soon.

Attachments:

- Draft update to policy B-017

Policy Title: **COMMUNITY & ECONOMIC DEVELOPMENT FUND**

Policy #: **B-**

Effective Date: **yy – mm - dd**

Date adopted by Council: **yy – mm - dd**



1. POLICY STATEMENT

The Municipality of Jasper is committed to providing funding support to projects that help build community capacity.

The Municipality of Jasper's Community & Economic Development (CED) Fund provides financial support to projects that fit into one of the below streams:

STREAM A: Community Development

- Build community connection
- Promote community health and wellbeing
- Advance environmental stewardship

STREAM B: Economic Development

- Develop entrepreneurial skills
- Develop employment skills
- Increase jobs or businesses

2. SCOPE

The Community and Economic Development Fund supports projects that occur within the townsite of the Jasper, Alberta.

3. STANDARDS

The CED Fund awards a total of up to \$10,000 per year.

All funding requests will be presented to Committee of the Whole and require a motion of Council for final approval.

All funding will be aligned with Council Policy F-104 'Relationships with External Groups'

APPLICANTS

Funding will be granted to organizations that meet these requirements and follow these practices:

- Registered as a non-profit organization
- Operated in a non-discriminatory manner, as set out by the Municipality's Equity, Diversity and Inclusion policy and the Alberta Human Rights Act
- Governed by a democratically elected Board of Directors
- Efficient, effective and fiscally responsible
- In good financial standing with the Municipality of Jasper

The following types of organizations/programs are *ineligible* for funding:

- For-profit organizations or ventures
- Non-profit organizations sponsoring for-profit organizations
- Organizations with a political affiliation, or which participate in political activities
- Organizations which act primarily as a funding source for other groups
- Faith-based organizations where the services/activities include the promotion and/or required adherence to a specific faith
- Organizations whose programs fall within the legislated mandate of other governments or municipal departments
- Provincial/national organizations, unless a local chapter/branch exists that serves the residents of the Municipality of Jasper specifically

PROJECT ELIGIBILITY

To qualify for funding, applicants must demonstrate:

- how their initiative contributes to community or economic development in Jasper;
- how they have removed barriers to accessing their proposed project for groups at risk of exclusion (lower income, youth, older adults, immigrants, visible minorities, individuals with diverse abilities, etc.) using the inclusion tool included in the application package; and
- how they have helped build capacity to sustain project outcomes beyond the funding period.

Applicants that can show additional funding sources, or in-kind contributions from other groups, will receive more favourable consideration in the evaluation.

4. RESPONSIBILITIES

Council: Review and approve any revisions to this Policy.

CAO: Review and approve any procedures related to this Policy.

Directors and Managers: Carry out the policy based on established procedures.

5. DEFINITIONS

Barrier – an obstacle that prevents someone from movement or access. There are different types of barriers (physical, geographical, technological, motivational, language etc.)

Community Capacity – the ability of a community, its people and organizations, to solve problems and improve or maintain certain conditions.

Community connection – a sense of belonging to something bigger than oneself. Social connection between and among community members strengthens community connection.

Community health – the physical, mental, emotional wellbeing of people in a specific geographic region.

Employment skills – including things like communication, motivation and initiative, leadership, dependability, teamwork, patience, adaptability, language or technical training.

Entrepreneurial skills – various skillsets such as leadership, business management, time management, creative thinking, problem solving

Environmental stewardship – the responsible use and protection of the natural environment through active participation in conservation efforts.

Inclusivity – providing equal access to opportunities and resources for people who might otherwise be excluded.

Jobs or businesses – refers to new positions, new types of work or new ventures entirely.

Mainstream – refers to what's viewed by most people as 'normal'. In the context of the economy, it would be the common or accepted direction of economic activity or influence.

Marginalized groups – groups and communities that experience discrimination and/or social, political or economic exclusion because of unequal power.

AGENDA ITEM 7.4

REQUEST FOR DECISION

Subject: Council Human Resources Committee - Terms of Reference
From: Bill Given, Chief Administrative Officer
Reviewed by: Martha Fleming, Human Resources Manager
Date: January 10, 2023



Recommendation:

Committee recommend that council approve the Council Human Resources Committee Terms of Reference as presented.

Options:

- That committee direct administration revise the terms of reference and return to a future committee.
- That committee provide amendments via motion and then recommend council approve the amended terms of reference.

Background:

[Bylaw #167](#) establishes the position of Chief Administrative Officer and affirms that the CAO is the only member of municipal administration directly accountable to Council, this is often referred to as the “single employee” model. Bylaw #167 also specifies that Council shall establish the terms and conditions of the CAO’s appointment.

For a number of years Council has maintained a Human Resources (HR) Committee to deal with employment matters related to the CAO. Council members are appointed to the HR Committee at Council’s annual organizational meeting.

On October 25 committee directed Administration to develop a draft Terms of Reference for the Human Resources Committee and return to a future committee of the whole meeting.

Discussion:

While the HR Committee has been in existence for a number of years it does not currently have an established Terms of Reference (ToR). The absence of a ToR has made it challenging for Committee members to understand what is expected from them.

A ToR is a document which articulates the scope of work for a committee and how members of the committee will work together in the pursuit of a shared goal. A ToR can clarify the expectations that Council has of the committee about what will be delivered by when, and how work will proceed.

Based on current practice administration has developed the attached draft ToR for Council discussion and feedback. In the attached ToR the key functions of the HR Committee are:

- Reviewing and providing input into the CAO’s Performance Plan
- Evaluating the CAO’s performance relative to the Performance Plan.
- Conducting the CAO’s annual formal review and evaluation.

- Establishing any other processes the committee shall determine to be useful in evaluating the CAO's performance.
- Providing recommendations to Council with respect to the CAO's performance and any resulting merit pay considerations.
- Reviewing and discussing other matters related to performance management of the CAO.
- Recommending to Council processes related to CAO recruitment and hiring.
- Reviewing applications for public appointments to municipal boards, committee or taskforces.
- Recommending individuals for public appointments to Council.

Administration is seeking feedback from Council on the draft ToR and will incorporate any direction into a final draft that will be brought back to a future committee of the whole meeting.

Relevant Legislation:

- [Freedom of Information and Protection of Privacy Act](#)
- [Alberta Municipal Government Act](#)
- [Chief Administrative Officer Bylaw \(#167\)](#)

Financial:

Providing administrative support to the HR Committee is possible within the existing approved budget.

Attachments:

- Draft Human Resource Committee Terms of Reference

Human Resources Committee Terms of Reference

1. Purpose & Responsibilities of the Committee

- 1.1. To deal with matters relating to; Council's role as employer of the Chief Administrative Officer (CAO) and public member appointments to Municipal committees by;
 - 1.1.1. Reviewing and providing input in to the CAO's Performance Plan
 - 1.1.2. Evaluating the CAO's performance relative to the Performance Plan.
 - 1.1.3. Conducting the CAO's annual formal review and evaluation.
 - 1.1.4. Establishing any other processes the committee shall determine to be useful in evaluating the CAO's performance.
 - 1.1.5. Providing recommendations to Council with respect to the CAO's performance and any resulting merit pay considerations.
 - 1.1.6. Reviewing and discussing other matters related to performance management of the CAO.
 - 1.1.7. Recommending to Council processes related to CAO recruitment and hiring.
 - 1.1.8. Reviewing applications for public appointments to municipal boards, committee or taskforces.
 - 1.1.9. Recommending individuals for public appointments to Council.

2. Membership

- 2.1. The HR Committee shall have a membership of three members of council as appointed at the organizational meeting.

3. Quorum and Voting

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

4. Meetings & Minutes

- 4.1. The committee will meet at least 4 times per year.
- 4.2. Meetings shall not exceed 1.5 hours in length unless the members present unanimously consent to an extension. If an extension is not approved, any remaining agenda items will be considered at the next regular meeting or at a special meeting called to complete the business.
- 4.3. As provided for in the Municipal Government Act and the Freedom of Information and Protection of Privacy Act, all meetings of the HR committee shall be considered "in-camera".
- 4.4. Notice of all meetings shall be given to all Council members.
- 4.5. Notice of meetings is deemed to be given by circulation of the agenda, together with supporting documentation, at least 2 business days prior to the meeting.

5. Administrative Support

- 5.1. The committee shall be supported by the Human Resources Manager and/or the Legislative Services Coordinator.

6. Reporting Relationship

- 6.1. The committee shall act in an advisory capacity to Council, recognizing that Council as a whole acts as the employer of the CAO;

6.2. The committee will recommend items to Council for consideration and action.

7. Terms of Reference

7.1. The HR Committee's Terms of Reference may only be approved and amended by Council at a regular meeting.

AGENDA ITEM 7.5

REQUEST FOR DECISION

Subject: Jasper Community Team Society Discussion and
Memorandum of Understanding

From: Bill Given, Chief Administrative Officer

Prepared by: Christopher Read, Director of Community Development

Date: January 10, 2023



Recommendation:

- 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 as described in the MOU.

Alternatives:

- That Committee direct administration to amend the MOU and return to a future Committee of the Whole meeting for discussion.
- That Committee receive this report for information and take no further action.

Background:

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 with a recommendation regarding Council representation on the Jasper Community Team Society.

Discussion:

The Jasper Community Team Society (JCTS) is an integral partner in supporting the Municipality of Jasper in meeting the needs of our residents and visitors. As one component of a three-pronged approach to human service delivery, the JCTS supports and funds community programs:

Prong 1: Community Conversations

Every month, **Jasper Community Team** members get together to share information, identify priorities and find solutions to community trends affecting all age groups.

Prong 2: Support and Fund Community Programs

Using the Jasper Community Team's insights, the **Jasper Community Team Society** will apply for grant funding that supports priorities identified in Community Conversations.

Prong 3: Administer Community Programs

With the help of JCTS, the Municipality of Jasper's **Community Development Department** administers programs and events that support Jasper residents of all ages.

In this model, the three partners - Jasper Community Team, JCTS, and MoJ Community Development – work together to meet the needs of the Community. Specifically, the JCTS controls and administers the following funds:

- The **Caring Community Fund**, which helps Outreach clients overcome small-but-significant barriers to their well-being. To access this fund, you must be working with a Community Outreach Services Worker.
- **Child & Youth Participation Fund** is available for children to partake in activities like swimming lessons, soccer and school field trips.
- **Disaster Social Services Fund** restricted to emergencies, this fund was created from a donation following the Fort McMurray fires.
- **Mental Health Crisis Fund** helps ensure people have access to medications and transportation to and from appointments that support well-being.
- **Santas Anonymous fund** collects donations for food hampers and small gifts for families during the holidays.
- The **Jasper Crisis Team Fund** was created to support victims of Trauma in times of crisis. This fund allows for immediate action to be taken to support those in need following a traumatic or crime related event.

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:

This partnership is longstanding and support is included in the 2023 budget as passed.

Attachments

- MOU as signed and adopted by JCTS board.

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE MUNICIPALITY OF JASPER (MOJ)
AND
THE JASPER COMMUNITY TEAM SOCIETY (JCTS)

OBJECTIVE:

This memorandum of understanding clarifies and formalizes the relationship between the Municipality of Jasper's Community Development Department and the Jasper Community Team Society.

DEFINITIONS:

MOU: Memorandum of Understanding

MOJ: Municipality of Jasper

CD: Community Development

JCT: Jasper Community Team

JCTS: Jasper Community Team Society

Board: Board of Directors for the Jasper Community Team Society

Chair, Co-Chairs: Executive roles of the JCTS

THE MUNICIPALITY OF JASPER:

The Municipality of Jasper's Community Development department engages community members, social service agencies, the private, public and non-profit sectors in identifying social trends and priorities through participation in the Jasper Community Team and its Community Conversations.

The JCT Society board members and/or society administrator participate in Community Conversations in order to get a sense of what social issues or trends are impacting residents.

THE JASPER COMMUNITY TEAM SOCIETY:

The Jasper Community Team Society (JCTS) is a registered non-profit charity that is governed by a board of directors made up of members of the public.

As a registered non-profit charity, the JCTS is required to operate in accordance with the Societies Act.

The JCTS exists to augment and enhance the services, programs, and initiatives collaboratively developed by the Jasper Community Team and administered by the Municipality of Jasper's Community Development department.

The JCTS is able to apply for grant funding that is not accessible to the Municipality of Jasper in order to implement programs, events or initiatives that address social issues in Jasper.

THE RELATIONSHIP:

Responsibility for managing and sustaining the relationship between the MOJ and the JCTS rests with the Director of Community Development (CD) and the Chair or Co-Chairs of the JCTS.

CONFLICT OF INTEREST:

CD staff with the MOJ will not serve on the board of directors of the JCTS. If MOJ employees outside of the CD department wish to serve on the board of directors of the JCTS, they may apply as an individual.

COMMUNICATION:

All communication between the MOJ and the JCTS goes between the Director of CD and the Chair or Co-Chairs of the JCTS.

The Director of CD shares the monthly department report with the JCTS Chair or Co-Chairs for dissemination to the rest of the board.

Any and all requests for funding from the JCTS for CD go through the Director of CD and utilize the format agreed upon together by the MOJ and JCTS.

Any CD issues that require consideration at a regular JCTS board meeting will be conveyed to the JCTS Chair or Co-Chairs by the Director of CD.

Any JCTS issues that require consideration by the CD department will be conveyed to the Director of CD by the Chair or Co-Chairs.

The JCTS Chair or Co-Chairs will undertake communications relevant to the provisions of this agreement with respect to the Board and contractors.

The Director of CD will undertake communications relevant to the provisions of this agreement with respect to Council and Municipal staff.

Communication between JCTS Contractors (i.e. Santos Anonymous Coordinator) and MOJ staff (i.e. Community Outreach Services Outreach Workers) necessary for program delivery will be accommodated with the approval of the CD Director and Chair or Co-chairs of the JCTS.

In applying for grant funding as the JCTS, CD and the JCTS will work together to ensure that the application, financial tracking, record keeping, and grant reporting will be accomplished with cooperation and communication from both parties to ensure that the intended purpose and requirements of the grants are fulfilled.

MUNICIPAL CONTRIBUTION:

The MOJ provides access to insurance coverage for the JCTS through the MOJ's insurance provider.

The CD department will provide a location for the JCTS records to be stored and for basic administrative processes to be accomplished.

The MOJ will appoint a member of Council to be an ad hoc non-voting representative to the JCTS each year, as described in the JCTS Bylaws.

THE JCTS RESPONSIBILITIES:

The JCTS is solely responsible for its operations including, but not limited to, the following:

1. Determining the composition of its Board in accordance with the Societies Act and bylaws;
2. Applying for and receiving grant funding for its own operation;
3. Ensuring its Society status is maintained;
4. Providing annual financial reports as required;
5. Providing reports to funding agencies as required; and
6. Hiring, supervising and dismissing Jasper Community Team Society contractors.

LIABILITY:

The Municipality accepts no financial or operational liability for the Jasper Community Team Society. The Jasper Community Team Society accepts no financial or operational liability for the Municipality of Jasper.

AMENDMENT:

The provisions of this MOU may be amended with the written consent of both parties.

TERM AND RENEWAL:

This Memorandum of Understanding will be effective on _____ and will remain in effect for a period of ____ years, expiring on _____.

This MOU may be renewed with the written consent of both parties.

Signed this _____ day of _____ in the year of _____

Richard Ireland, Mayor,
Municipality of Jasper



Trish Lahey, Acting Co-Chair
Jasper Community Team Society

AGENDA ITEM 7.6

REQUEST FOR DECISION

Subject: Promoting Active Transportation in Jasper
Feasibility Study RFP Award

From: Bill Given, Chief Administrative Officer

Prepared by: Christopher Read, Director of Community Development

Date: January 10, 2023



Recommendation:

- 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.

Alternatives:

- Receive this report for information only, thereby decline to award this contract, and decline the grant offer.
- Request Administration return to a future Committee of the Whole meeting with further information as determined by Council.

Background:

In 2022 the Community Development department applied for a grant to study Active Transportation options in our community, specifically around bicycle infrastructure. The Transportation Master Plan (2018) supports active transportation, as does the current Council Strategic Priorities. The Municipality of Jasper was successful in that grant application, and therefore administration issued a Request for Proposals to complete the study. Administration received interest from five qualified firms, with two responses fully meeting the requirements of the RFP.

Discussion:

Associated Engineering's proposal led in all five categories of the scoring matrix, especially excelling in project understanding, appropriate schedule, clear deliverables, plus some interesting value-added project elements that should result in a more fulsome and useful feasibility study.

Strategic Plan Relevance:

- Community Health
 - Promote and enhance recreational and cultural opportunities and spaces.
 - Enable and facilitate events that provide opportunities to increase community connections.
 - Embrace our growing diversity.
 - Leverage and create opportunities for greater inclusion.
 - Recognize the fundamental importance of our tourism economy.
- Relationships
 - Communicate and engage with residents.
 - Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Environment
 - Increase opportunities for active transportation and transportation alternatives.

- Organizational Excellence
 - Proactively plan for and invest in the maintenance and management of our natural assets and built infrastructure.
 - Ensure residents receive quality service that provides strong value for dollar.

Financial:

The oversight of the project can be accommodated within the Community Development 2023 budget, and the cost of the study itself is fully grant-funded. The grant we received is in the amount of \$49,988 from the Active Transportation Fund of Infrastructure Canada.

MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)
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.	January 2023
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 January 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 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 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 January 2023
Policy B-017 Community & Economic Development Fund	October 25, 2022	Director of Community Development	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.	January 2023
Review of Policy A-005 Community Conversations	October 25, 2022	Director of Community Development	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.	February January 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
Human Resources Committee Draft Terms of Reference	October 25, 2022	CAO	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.	January 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 January 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
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.	January 2023
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
Victim Services Changes	December 13, 2022	Director of Community Development	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.	February 2023
Community Conversations Policy A-005 Policy Review	December 13, 2022	Director of Community Development	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"> • define with more clarity the role of council and staff • remove 'Recreation' and Include an area of focus for 'Economic Prosperity' 	February January 2023

Clean Energy Improvement Program	December 13, 2022	Director of Operations and Director of Finance & Administration	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">• A Clean Energy Improvement Program business case for Jasper• Draft Clean Energy Improvement Tax bylaw	March 2023
Early Learning and Child Care Strategy	December 13, 2022	Director of Community Development	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.	February 2023