

Municipality of Jasper
Committee of the Whole Meeting Agenda
October 11, 2022 | 9:30 am
Jasper Library & Cultural Centre – Quorum Room

Notice: Council members and 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 Damota to chair meeting

2. Additions to agenda

3. Approval of agenda

3.1 October 11, 2022 Committee of the Whole agenda attachment

4. September 27, 2022 Committee of the Whole minutes attachment

4.1 Business arising from minutes

5. Delegations

5.1 Nancy Robbins - Community Futures West Yellowhead attachment

6. Correspondence

7. New business

7.1 S-Block Parking attachment

7.2 Outdoor Recreation Facilities Policy attachment

7.3 Utility Rate Model Outcomes Review attachment

7.4 Reserve Policy attachment

7.5 Clean Energy Improvement Program – Councillor Wilson verbal

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 – October 12, Zoom, 8:30am

NETMA – October 19, Wicked Cup, 5-7pm

Organizational Meeting – October 25, following Committee of the Whole

Intergovernmental meeting – October 27, 2pm

Budget Presentations – November 15 & 16

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, September 27, 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 Rico Damota, Councillors Wendy Hall, Scott Wilson, Ralph Melnyk, Helen Kelleher-Empey and Kathleen Waxer
Also present	Bill Given, Chief Administrative Officer Christine Nadon, Director of Protective & Legislative Services Christopher Read, Director of Community Development Natasha Malenchak, Director of Finance & Administration John Greathead, Director of Operations & Utilities Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator Lynn Wannop, Coco’s Café Shelley Koebel, SnowDome Coffee Bar & Andromeda Coffee, Coin Clean Laundry Erin Toop, WSP Bob Covey, The Jasper Local Jason Stockfish, The Fitzhugh 21 observers
Call to Order	Deputy Mayor Damota called the September 27, 2022 Committee of the Whole meeting to order at 9:31am and began with a Traditional Land Acknowledgement .
Additions to the agenda	Councillor Kelleher-Empey asked to add the following item to the agenda: <ul style="list-style-type: none">• 7.7 Update on utility work on Patricia Street Mayor Ireland asked to add the following item to the agenda: <ul style="list-style-type: none">• 4.0 Approval of the September 13, 2022 Committee of the Whole minutes Mayor Ireland indicated that today is World Tourism Day, and acknowledged the important contributions tourism makes to our community every day of the year. Councillor Melnyk joined the meeting at 9:35am.
Approval of agenda #402/22	MOTION by Councillor Kelleher-Empey to approve the agenda for the September 27, 2022 Committee of the Whole meeting with the following additions: <ul style="list-style-type: none">• 7.7 Update regarding utility work on Patricia Street• 4.0 Approval of the September 13, 2022 Committee of the Whole minutes
	FOR 7 Councillors
	AGAINST 0 Councillor
	CARRIED

Approval of minutes #403/22	MOTION by Councillor Hall to approve the minutes of the September 13, 2022 Committee of the Whole meeting as presented.			
	FOR 7 Councillors	AGAINST 0 Councillor		CARRIED
Business arising from minutes	none			
Delegations	Business owners Lynn Wannop and Shelley Koebel were in attendance to address their respective correspondence items submitted to Council.			
Correspondence – Lynn Wannop, Coco’s Cafe	Lynn Wannop spoke to a piece of correspondence addressed to Mayor & Council detailing her experience as a small business owner during the Chetamon Wildfire and power outage. Council and Administration answered questions and provided clarifications with regards to the information and concerns shared by Mrs. Wannop. Her main request was for dedicated business communications to be issued moving forward.			
Correspondence – Shelley Koebel, SnowDome Coffee Bar #404/22	Shelley Koebel presented a request to Council regarding an early cessation of the 2022 Paid Parking Program to help bring back visitors and locals to the downtown core.			
	MOTION by Councillor Wilson that Committee direct Council to discuss at today’s Regular Council meeting an early ending to the 2022 Paid Parking season.			
	FOR 7 Councillors	AGAINST 0 Councillor		CARRIED
Recess	Deputy Mayor Damota called a recess from 10:55 – 11:09am.			
Jasper Transportation Strategy and Action Plan #405/22	Council received a presentation from Erin Toop with WSP on the Jasper Transportation Strategy and Action Plan. Highlights included a review of the project process and timing; a background review on site overview, opportunities and constraints; and next steps.			
	MOTION by Councillor Kelleher-Empey that Committee receive the Jasper Transportation Strategy and Action Plan report for information.			
	FOR 7 Councillors	AGAINST 0 Councillor		CARRIED
Activity Centre Renovation Progress Update #406/22	Director of Community Development, Christopher Read, presented recommendations and alternatives to Council with respect to the Activity Centre Renovation Project. Council reviewed design options and received a progress update on the project.			
	MOTION by Mayor Ireland that Committee receive the September 2022 Activity Centre Renovation Progress Update for information; and			
	That Committee endorse the design concept of non-gendered change rooms in the Aquatic Centre.			

	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
#406/22	MOTION by Mayor Ireland that Committee recommend Council direct administration to adjust scope of the project and continue the design process with three (3) new arena dressing rooms.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Recess	Deputy Mayor Damota called a recess from 12:25 to 1:15pm.		
Meeting Extension #407/22	MOTION by Councillor Melnyk that the September 27, 2022 Committee of the Whole meeting be extended beyond four hours if necessary.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Director's Report – Finance & Administration #408/22	Council received a report from Director of Finance & Administration, Natasha Malenchak, detailing the recent projects in the department, including major projects in information technology and budget planning; staff training; service numbers; and a review of the current operating budget and capital expenses.		
	MOTION by Councillor Waxer that Committee receive the report for information.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Utilities Model Review	On January 11, 2022 Committee provided direction to Administration to incorporate the Connection, Consumption and Capital concept (CCC Rate model) into the 2022 rates. On February 1, Council gave third reading to the Utility Rates Bylaw. At that time, Council also directed Administration to provide an update on the outcomes of the new model after four billing cycles.		
#409/22	MOTION by Mayor Ireland that Committee recommend Council receive the Utility Rate Model Outcomes Review for information and maintain the CCC model; and		
	That Committee direct Administration to present alternatives to the calculation of charges including church properties within the CCC model to achieve greater equity.		
	FOR 7 Councillors	AGAINST 0 Councillors	CARRIED
RFD – Left Turn Option for Petro- Canada and Bright Spot Restaurant	In May of 2022, Council directed Administration to provide a report on a request for a new left turn option to Petro-Canada and the Bright Spot Restaurant on Connaught Drive. Council received a report from Director of Operations & Utilities, John Greathead,		

detailing the work Administration has done with WSP to design and assess the viability of the construction of a turning lane to increase access to the property.

#410/22

MOTION by Mayor Ireland that Committee receive the report for information, and direct Administration to invite the proponent to provide Council with a Traffic Impact Analysis, at the sole cost of the proponent, for Council to further consider the request, with the understanding that if approved the entire project would proceed at the sole cost of the proponent.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Recess

Deputy Mayor called a recess from 2:50 – 3:01pm

Municipal Position
on Private Home
Accommodations
#411/22

Council considered recommendations and alternatives to begin the development of a municipal position on Private Home Accommodations in Jasper.

MOTION by Mayor Ireland that Committee recommend Council approve as a municipal position those items enumerated in the first section 'Public Input and Transparency of Decision Making' in the draft municipal response; and

That Council direct Administration to communicate this information to Parks Canada.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

#412/22

MOTION by Councillor Wilson that Committee recommend Council include in the municipal position section 'Application of Changes to Existing PHAs' with the removal of 'in good faith sought'.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Update on utility
work on Patricia
Street

Councillor Kelleher-Empey requested an update on utility work scheduled for Patricia Street in October. Mr. Given and Mr. Greathead provided information on the work being undertaken by Shaw, as a contractor, in the installation of fibre optic infrastructure.

Motion Action List

Administration reviewed the Motion Action List, which included updated target dates and the removal of items which were addressed today.

#413/22

MOTION by Councillor Hall that Committee approve the updated Motion Action List.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Councillor reports

none

Upcoming Events

Council reviewed a list of upcoming events.

In Camera

Council and Mr. Given agreed to defer the in camera item due to the length of the meeting.

Adjournment
#414/22

MOTION by Councillor Wilson, there being no further business, the Committee of the Whole meeting of September 27, 2022 be adjourned at 3:57pm.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Community Futures West Yellowhead

2020-2023 Pandemic Recovery Initiatives

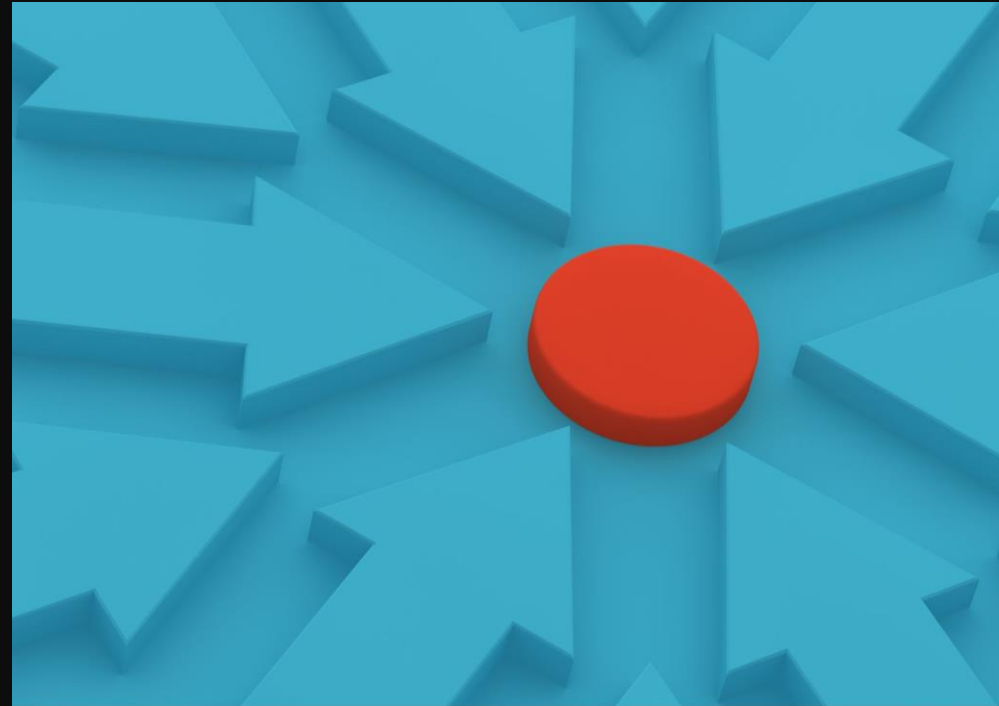
Alberta Canada


West Yellowhead Region

Regions shown: MacKenzie, Peace, Lesser Slave Lake, Yellowhead East, West Central, East Central, West Yellowhead, Grande Cache, Edson, Hinton, Wildwood, Jasper, Evansburg, Red Deer & Area, Drumheller Region, Medicine Hat, Lethbridge & District, St. Mary's, and others.

A map of the Big Horn National Monument area, showing the locations of Grande Cache, Edson, Evansburg, Hinton, Wildwood, and Jasper. The map is yellow with black outlines of the towns and a black line representing the monument boundary.

Immediate
Response:
March to May
2020





Relief:
June 2020 to
June 2021



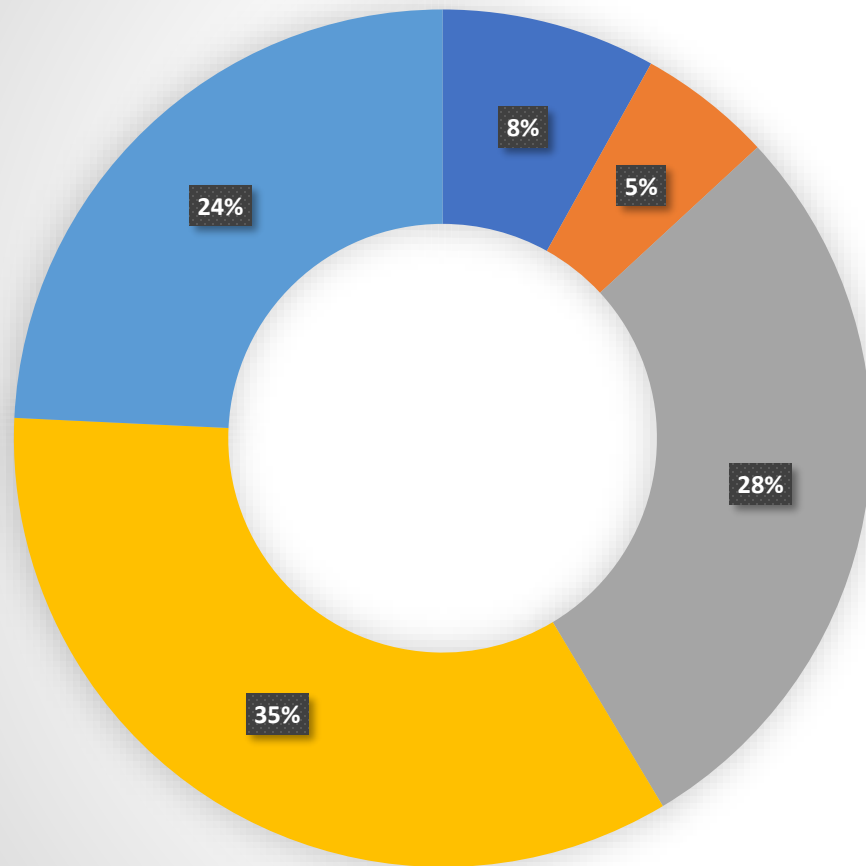


Business Walks 2020 - 2022



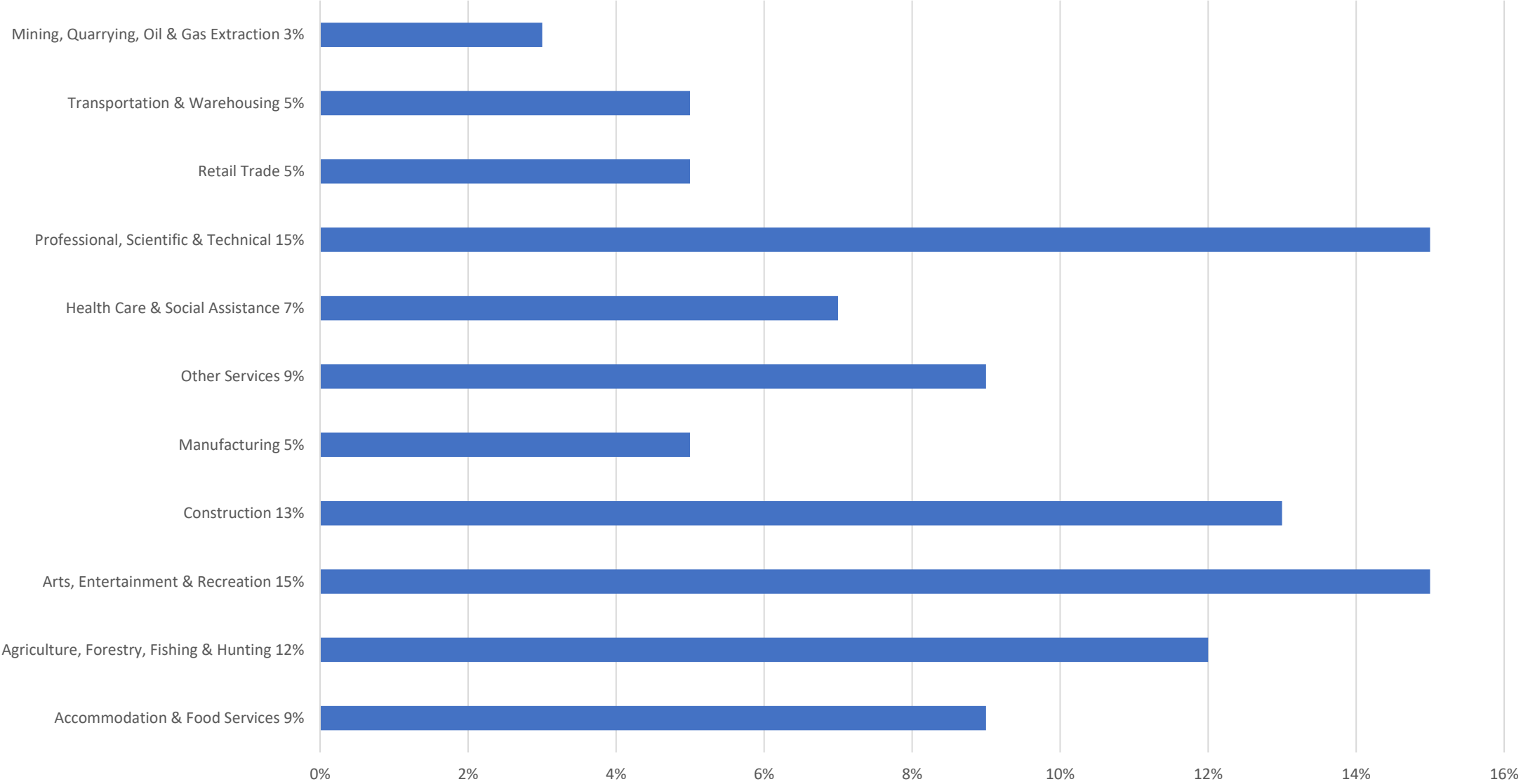
Regional Relief and Recovery Fund (RRRF)

RRRF loans by community (n=109)



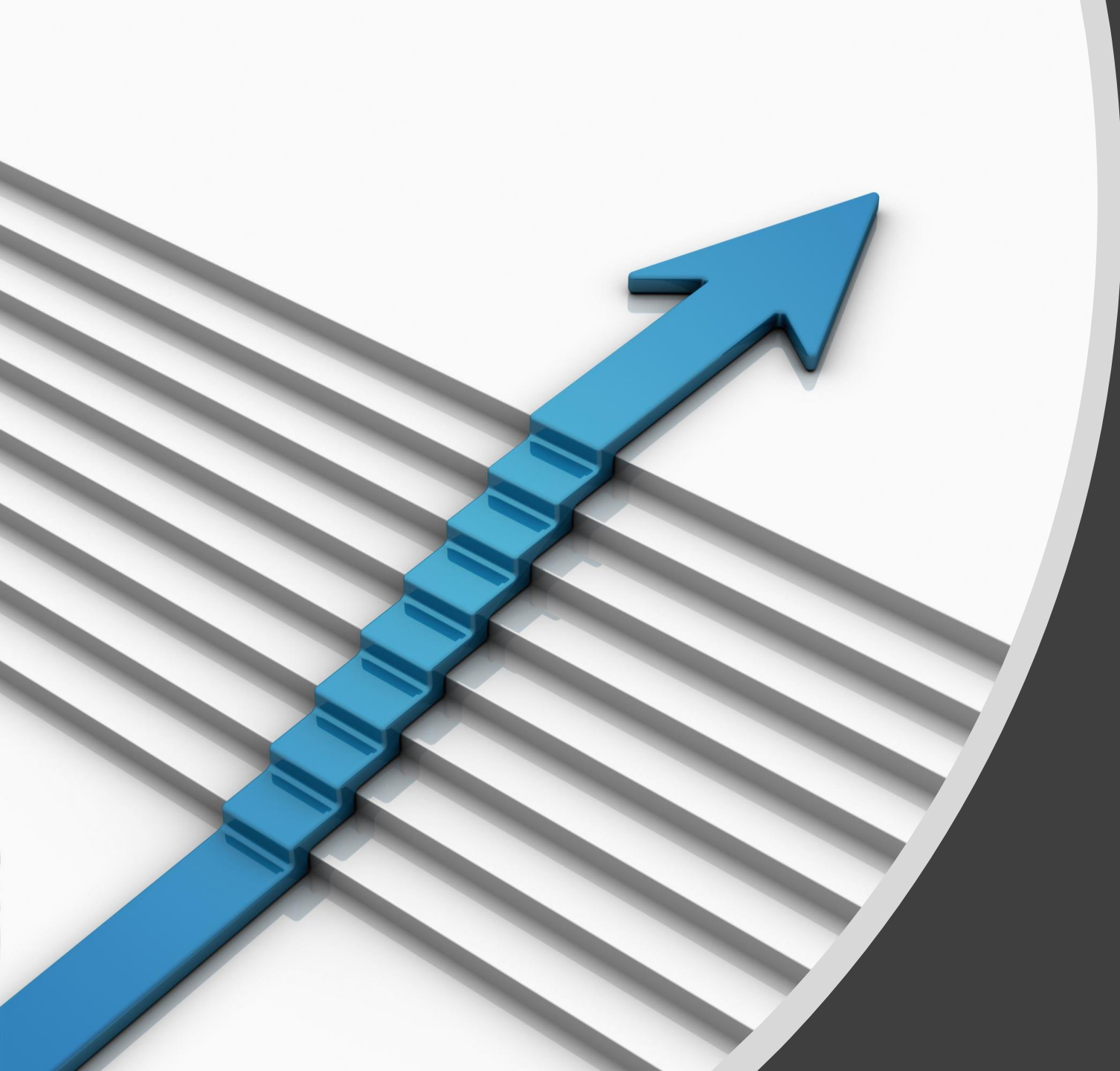
- Edson 8%
- Grande Cache 5%
- Hinton 28%
- Jasper 35%
- Yellowhead County 24%

RRRF loans by sector (n=109)





Recovery: July
2021 to 2024?



Next steps

AGENDA ITEM 7.1

REQUEST FOR DECISION

Subject: S-Block Parking

From: Bill Given, Chief Administrative Officer

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

Reviewed by: Neil Jones, Licensing and Enforcement Manager

Date: October 11, 2022



Recommendation:

- That Committee direct Administration to develop a residential winter parking program for vacant 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.

Alternatives:

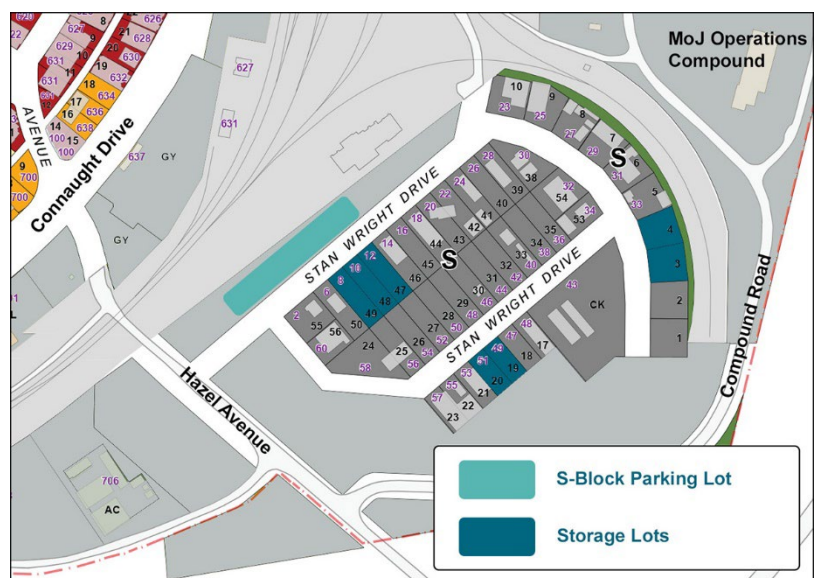
- That Committee direct Administration to research alternatives for the operation of storage lots by a third-party, non-profit organization;
- That Committee direct Administration to include the vacant stalls in the S-Block parking lot in the paid parking program proposal for 2023; or
- That Committee direct Administration to discontinue work on this item.

Background:

At the September 14, 2021 meeting, Committee directed Administration to return to a future Committee of the Whole meeting with a policy level discussion regarding the use of S-Block parking.

Since August 1, 2020, the Municipality of Jasper is operating a commercial parking lot in S-Block for Jasper-based businesses who wish to rent stalls on a monthly basis to store commercial vehicles or trailers. Businesses can rent a 22 feet long stall for \$150 + GST per month, or a 38 feet long stall for \$200 + GST per month. Bylaw Enforcement Services operates the program, while the Operations Department is responsible for management and maintenance of this capital asset.

Bylaw Enforcement Services also operates storage lots in S-Block. The [Storage Lots Bylaw](#) sets out the eligibility, conditions,



fees and penalties associated with this service. The cost of a storage lot is \$319 annually for 2022.

In addition to the municipally managed parking options outlined above, S-Block is Jasper's primary industrial area, where numerous commercial vehicles are parked on private leaseholds and on municipal land (street parking). Parking on municipal land is governed by the [Traffic Safety Bylaw](#), specifically section 8 on buses and commercial vehicles.

Discussion:

General commercial parking

Commercial parking enforcement in S-Block is largely complaint driven. Part of the challenge with enforcement is the lack of clear delineation between private and public property as not all properties are fenced, and there is no white line painted to mark the edge of the road. Bylaw Enforcement Services benefits from a good working relationship with most commercial operators in the area, and focuses on compliance before enforcement when challenges arise.

The current approach to compliance and enforcement of commercial vehicle and trailer parking in the community at large is also largely complaint driven. An increase in more proactive enforcement activities could result in increased usage of the S-Block parking lot specifically.

Storage lots

The leases for the current municipal storage lots have expired in April of 2019. The Municipality's last discussions with Parks Canada on this item included the possibility of annual lease renewals while a determination was made on the use of the lots, and whether this service should continue being offered by the Municipality of Jasper. Council direction on whether the Municipality of Jasper should continue offering this service will determine whether or not lease renewals should be pursued.

Options for the operation of storage lots may include contracting out the delivery of the service to a non-profit organization, or relinquishing the leases back to Parks Canada. While setting development conditions on those parcels would be the responsibility of Parks Canada, there is a common understanding that due to the limits imposed by the commercial cap for the Town of Jasper, there is insufficient square footage remaining in the cap to allow any development on the parcels. Outdoor storage is likely the only possible use for these parcels as long as the current commercial cap remains in place.

The Bylaw Enforcement Services team currently manages the rental agreements for storage lots. The maintenance and upkeep of the lots has been performed on an as-needed basis by the Operations Department. If the Municipality of Jasper intends to continue operating the storage lots, consideration should be given to asset management and maintenance, including improving site conditions (gravel and levelling), adequate stall markings, upkeep on fencing, and general maintenance of the properties. The storage lots will generate approximately \$31,000 in revenue in 2022. All available stalls (95) are currently rented and there are 65 interested parties on the waitlist for this service.

S-Block Parking Lot

The Municipality of Jasper also operates the new (2020) parking lot in S-Block. There are currently 15 out of 61 stalls rented on a monthly basis, which are expected to generate approximately \$27,000 in revenue in 2022.

The last Council decision on the use of this facility was made at the July 16, 2019 regular meeting. The following motion was passed unanimously:

BE IT RESOLVED that Council set the use for the new S-Block parking lot as: designated parking for community members.

The current practice and service offering for this facility is promoted as commercial parking. Administration is of the view that this use stemmed from an intent to facilitate commercial parking for local businesses, but cannot track down another Council decision limiting the use to commercial users. Administration is proposing to change this practice and expand the use of the facility to include residential users for the purpose of storing personal trailers, travel trailers or vehicles under similar conditions as the existing storage lots; and to include the vacant stalls into the paid parking inventory for 2023.

Administration is of the view that a change in use to residential parking without an adjustment to the fee structure is unlikely to yield an increase in the number of stalls rented. Modifying the fee structure also poses a risk in terms of the perceived equity for commercial users who have been renting stalls over the last two years. Administration is proposing that a hybrid model, where vacant stalls could be offered to residents for winter storage of trailers, RVs or recreational vehicles, and the same vacant stalls could be included in the paid parking program (specific parameters to be determined) come spring. The first part of the proposal (winter residential) could be accommodated within the current Council directives (“designated parking for community members”) while the second part (including the vacant stalls in the paid parking program) would require a Council motion to modify the use of the facility.

If Council is supportive of the winter residential proposal as outlined in the first recommendation, Administration would return to an upcoming Committee meeting with a more defined proposal and associated fees prior to launching the initiative. Whether or not the vacant stalls are included in the paid parking inventory for 2023 could be discussed as part of the paid parking program wrap up report, which will be presented to Council in coming weeks. Updating the Storage Lots Bylaw fees can take place independently from the S-Block parking lot discussions, although an increase in fees may cause current storage lot users to revisit their options for trailer and RV parking in Jasper, including considering winter storage only in the S-Block parking lot should that option become available.

Strategic Relevance:

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
- Pursue alternative revenue sources and equitable distribution of costs

Financial:

A change in service fees for parking services; a change in use for the S-Block parking; or a change in the compliance and enforcement approach regarding commercial parking, could all result in increased revenues.

AGENDA ITEM 7.2

REQUEST FOR DECISION

Subject: Outdoor Recreation Facilities Policy
From: Bill Given, Chief Administrative Officer
Prepared by: Christopher Read, Director of Community Development
Reviewed by: John Greathead, Director of Operations
Angella Franklin, Activity Centre Manager
Date: October 11, 2022



Recommendation:

That Committee recommend Council rescind Policy D-014: Municipal Field Use Policy and D-015: Outdoor Skating Surface Policy, and adopt the draft Outdoor Recreation Facilities Policy.

Options:

1. That Committee recommend Council rescind Policy D-014: Municipal Field Use Policy and Policy D-015: Outdoor Skating Surface Policy, and adopt the draft Outdoor Recreation Facilities Policy with amendments.
2. That Committee direct administration to update the draft policy with changes suggested today and return to a future Committee of The Whole Meeting with an amended draft policy.

Background:

On August 9, 2022, Committee directed administration to prepare and present at a future committee meeting a draft policy and administrative procedures regarding recreational use of outdoor municipal facilities.

Administration took this direction has developed a draft policy which would apply to all outdoor facilities on municipal land – both temporary and permanent (fixed) to cover our current and future needs.

Discussion:

Administration's understanding of Council's goal was to expand and clarify the previous policy which was limited to temporary ice surfaces. This open-ended policy would encompass municipality owned and controlled parks and green spaces, sport fields, ice surfaces, playgrounds, sledding hills, bike and skate parks, sport courts, etc.

The Municipality recognizes that outdoor recreation plays an important role in building a well-connected, engaged, and healthy community. By ensuring the safety of all outdoor facilities, the municipality will continue to support residents and visitors in safely participating in outdoor recreational pursuits while limiting liability to the municipality.

Relevant Legislation:

This policy would replace Policy D-014: Municipal Field Use Policy and D-015: Outdoor Skating Surface Policy.

Strategic Relevance:

- Community Health – Promote & enhance recreational and cultural opportunities/spaces.

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

Financial:

This policy would not need any additional budgetary support.

Attachments:

- Draft Outdoor Recreation Facilities Policy
- [Policy D-014: Municipal Field Use Policy](#)
- [Policy D-015: Outdoor Skating Surface Policy](#)

Policy Title: **OUTDOOR RECREATION FACILITIES POLICY**

Policy #: **xx-xx**

Effective Date: **yy – mm - dd**

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



1. POLICY STATEMENT

The Municipality of Jasper is committed to providing safe and affordable outdoor recreation opportunities through the development and maintenance of permanent and/or temporary outdoor facilities on municipal property.

2. SCOPE

The policy applies to the outdoor recreation facilities owned and operated by the Municipality of Jasper.

3. STANDARDS

To outline procedures to be followed to ensure that municipal outdoor recreation facilities are maintained in a reasonably safe condition both for the enjoyment and protection of the public, and to mitigate liability to the municipality.

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. DEFINITION

"Outdoor Recreation Facilities" means any outdoor recreation facility on municipally-owned land and operated by the Municipality of Jasper. This includes ice surfaces, sports fields, green spaces, playgrounds, sledding hills, bike and skate parks, outdoor court surfaces, etc.

AGENDA ITEM 7.3

REQUEST FOR DECISION

Subject: Utility Rate Model Outcomes Review
From: Bill Given, Chief Administrative Officer
Reviewed by: Natasha Malenchak, Director of Finance & Administration
Date: October 11, 2022



Recommendation:

Committee receive the report for information.

Alternatives:

- That committee direct administration present alternatives to address the treatment of the church property.

Background:

At the September 27th committee meeting Administration presented council with an update on the outcomes of the CCC Utility rate model. At the meeting two motions were made.

First was that Council receive the Utility Rate Model Outcomes Review for information and maintain the CCC model. The second motion directed Administration to present alternatives to the calculation of charges including church properties within the CCC model to achieve greater equity.

Discussion:

As reported at last meeting the objectives of the CCC rate model are to:

- Guarantees that the core fixed costs of operating the system are covered, regardless of consumption, through the stability of the Connection charge component.
- Encourages conservation by providing financial motivation for large volume consumers to take active steps to reduce consumption through tiered Consumption rates.
- Supports equity by ensuring that those who consume more and/or generate a personal gain through commercial consumption contribute more to supporting the costs of the system.
- Advances asset management and reinvestment into water and wastewater infrastructure by beginning a 5-year phase in to meet recommendations from the 2017 Asset Management Study.
- Increases transparency and helping users understand the infrastructure replacement needs of the system through Capital charges.

The municipality has now delivered four billing cycles under the new rate model and some minor adjustments are required to the information shared by admin last meeting. The updated overview with corrections is shown below:

- **Total Revenue is in alignment with budget forecasts;** After 66% (updated) of the year, total levied revenue stands at approximately 75% of the forecasted budget amount; \$2.9M YTD revenue vs \$3.8M forecasted annual revenue.
- **Capital and Connection revenue is very consistent across billing cycles.** Total Capital and Connection revenue per billing cycle:
 - Jan-Feb \$198,797.01
 - Mar-Apr \$199,476.24
 - May-Jun \$203,660.91 (Updated. Adjustment was not complete prior to Sept 27th meeting)
 - Jul-Aug \$203,008.93
- **Residential customers provide a greater proportion of Capital and Connection charge revenue than Commercial customers;** from a high of 70% / 30% in the Jan-Feb billing period to a low of 67% / 33% in the May-Jun period.
- **Commercial customers provide a greater proportion of Consumption revenue than Residential customers;** from a high of 81% / 19% on sewer in the Jul-Aug billing period to a low of 69% / 31% on water in the Jan-Feb billing.
- **Consumption charges provide the majority of the revenue.** Total Consumption revenue per billing cycle:
 - Jan-Feb \$457,617.29
 - Mar-Apr \$518,207.90
 - May-Jun \$523,890.39
 - Jul-Aug \$730,550.55
- **Consumption charges and total revenue demonstrate a very close alignment with the visitor cycle.**

Other Observations

At the last meeting there was discussion about how council could assess whether the CCC model had improved equity when compared to the previous approach. In the table below Administration has compared the consumption and revenue from residential properties and commercial properties for 2021 and 2022.

As shown in the table below, in 2021, under the previous model, residential properties accounted for approximately 41% of the system consumption, while they contributed only 30% for the total system revenue. This indicated that residential properties were under contributing within the old model.

In 2022, under the new CCC rate model, residential users again are responsible for about the same amount of consumption at 38%, but now their total contribution to system revenue has increased to 35%. This suggests that the CCC model has increased the level of equity between residential and commercial customers.

Total Combine Water and Sewer Consumption Jan-Aug 2022 (m3)			Total Combined (Post Bleeder Adj) Water & Sewer		
	TOTAL	%		TOTAL	%
Residential	398,806	38%	RESIDENTIAL	\$1,027,905.40	35%
Commercial	652,471	62%	COMMERCIAL	\$1,901,280.60	65%
	1,051,277			\$2,929,186.00	

Total Combine Water and Sewer Consumption Jan-Aug 2021 (m3)			Total Combined (Post Bleeder Adj) 2021 Water & Sewer		
	TOTAL	%		TOTAL	%
Residential	430,420	41%	RESIDENTIAL	\$655,448.04	30%
Commercial	612,062	59%	COMMERCIAL	\$1,521,206.41	70%
	1,042,482			\$2,176,654.45	

Church Properties

At the last meeting administration noted that one unexpected impact was on a church property. To be clear this impact is only seen on a single church property, and it is a result of the following factors:

- This church has 2 meters, and all others only have 1
- One meter is 5/8" and the other is 2"
- The church has a residence on property as well as a large rentable space
- Their consumption is much greater than the other 5 churches using 117m3 in July and August of 2022 compared to the others using 8-56m3 or 123m3 cumulatively.

As shown above, this issue reflects that the model is being correctly applied and the property is contributing on an equitable basis with all other utility customers. Administration would recommend against making special consideration or loophole for this property as it would likely lead to other properties, or other property types, requesting special treatment or exemptions.

Overall, the CCC Rate model is performing as expected by generating the required revenue that was forecast in the budget. The addition of Connection and Capital charges have increased revenue consistency stability and there are no significant unexpected outcomes of the model.

Strategic Relevance:

- 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.
- Pursue alternative revenue sources and equitable distribution of costs.

Relevant Legislation:

- Utility Fees Levy and Collection Bylaw 2022 (#243)

Financial:

The utility rate model is performing as expected and will generate the revenue required to support the service in 2022. There are no direct financial impacts as a result of the recommended motion.

Attachments:

- 2022 Utility Update



MUNICIPALITY OF JASPER 2022 UTILITY UPDATE

Water	Connection Fee			Capital Fee				
	<1"	1.5"	> 1.5"	<1"	1.5"	> 1.5"		
January 1 - February 28							TOTAL	%
RESIDENTIAL	\$32,259.60	\$144.60	\$2,602.68	\$48,893.39	\$206.67	\$4,401.96	\$88,508.90	70%
COMMERCIAL	\$2,030.13	\$3,209.01	\$8,080.55	\$3,347.73	\$4,836.07	\$16,674.17	\$38,177.66	30%
TOTAL	\$34,289.73	\$3,353.61	\$10,683.23	\$52,241.12	\$5,042.74	\$21,076.13	\$126,686.56	
Sewer	Sewer Connection Fee			Sewer Capital Fee				
							TOTAL	%
RESIDENTIAL	\$16,077.60	\$72.07	\$1,297.32	\$29,965.39	\$126.67	\$2,697.96	\$50,237.01	70%
COMMERCIAL	\$1,011.78	\$1,599.40	\$4,027.79	\$2,051.73	\$2,964.07	\$10,218.67	\$21,873.44	30%
TOTAL	\$17,089.38	\$1,671.47	\$5,325.11	\$32,017.12	\$3,090.74	\$12,916.63	\$72,110.45	

Consumption		
	TOTAL	%
	\$30,556.69	31%
	\$69,180.07	69%
	\$99,736.76	
Consumption		
	TOTAL	%
	\$93,484.75	26%
	\$264,395.78	74%
	\$357,880.53	

Total CCC		
	TOTAL	%
	\$119,065.59	53%
	\$107,357.73	47%
	\$226,423.32	
Total CCC		
	TOTAL	%
	\$143,721.76	33%
	\$286,269.22	67%
	\$429,990.98	

Total Combined Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$170,559.67	30%
COMMERCIAL	\$393,626.95	70%
	\$564,186.62	

Water	Connection Fee			Capital Fee				
	<1"	1.5"	> 1.5"	<1"	1.5"	> 1.5"		
March 1 - April 30							TOTAL	%
RESIDENTIAL	\$32,260.97	\$144.60	\$2,602.68	\$48,895.40	\$206.67	\$4,401.96	\$88,512.28	70%
COMMERCIAL	\$2,062.04	\$3,209.01	\$8,297.44	\$3,395.15	\$4,836.07	\$16,673.97	\$38,473.68	30%
TOTAL	\$34,323.01	\$3,353.61	\$10,900.12	\$52,290.55	\$5,042.74	\$21,075.93	\$126,985.96	
Sewer	Sewer Connection Fee			Sewer Capital Fee				
							TOTAL	%
RESIDENTIAL	16078.28	72.07	1297.32	29966.62	126.67	2697.96	\$50,238.92	69%
COMMERCIAL	\$1,027.69	\$1,599.40	\$4,135.90	\$2,080.80	\$2,964.07	\$10,443.50	\$22,251.36	31%
TOTAL	\$17,105.97	\$1,671.47	\$5,433.22	\$32,047.42	\$3,090.74	\$13,141.46	\$72,490.28	

Consumption		
	TOTAL	%
	\$33,178.03	29%
	\$80,365.23	71%
	\$113,543.26	
Consumption		
	TOTAL	%
	\$101,858.10	25%
	\$302,806.54	75%
	\$404,664.64	

Total CCC		
	TOTAL	%
	\$121,690.31	51%
	\$118,838.91	49%
	\$240,529.22	
Total CCC		
	TOTAL	%
	\$152,097.02	32%
	\$325,057.90	68%
	\$477,154.92	

Total Combined Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$273,787.33	38%
COMMERCIAL	\$443,896.81	62%
	\$717,684.14	

Water	Connection Fee			Capital Fee				
	<1"	1.5"	> 1.5"	<1"	1.5"	> 1.5"		
May 1 - June 30							TOTAL	%
RESIDENTIAL	\$32,262.77	\$144.60	\$2,602.68	\$48,898.13	\$206.67	\$4,401.96	\$88,516.81	68%
COMMERCIAL	\$2,395.39	\$3,211.38	\$8,948.11	\$3,964.98	\$4,839.46	\$17,774.46	\$41,133.78	32%
TOTAL	\$34,658.16	\$3,355.98	\$11,550.79	\$52,863.11	\$5,046.13	\$22,176.42	\$129,650.59	
Sewer	Sewer Connection Fee			Sewer Capital Fee				
							TOTAL	%
RESIDENTIAL	\$16,079.19	\$72.07	\$1,297.32	\$29,968.29	\$126.67	\$2,697.96	\$50,241.50	68%
COMMERCIAL	\$1,193.83	\$1,600.58	\$4,460.23	\$2,430.04	\$2,966.15	\$11,117.99	\$23,768.82	32%
TOTAL	\$17,273.02	\$1,672.65	\$5,757.55	\$32,398.33	\$3,092.82	\$13,815.95	\$74,010.32	

Consumption	
TOTAL	%
\$24,072.57	23%
\$81,782.90	77%
\$105,855.47	\$1.00
Consumption	
TOTAL	%
\$71,008.72	17%
\$347,026.20	83%
\$418,034.92	

Total CCC	
TOTAL	%
\$112,589.38	48%
\$122,916.68	52%
\$235,506.06	
Total CCC	
TOTAL	%
\$121,250.22	33%
\$370,795.02	75%
\$492,045.24	

Total Combined Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$233,839.60	32%
COMMERCIAL	\$493,711.70	68%
	\$727,551.30	

Water	Connection Fee			Capital Fee				
	<1"	1.5"	> 1.5"	<1"	1.5"	> 1.5"		
July 1 - August 31							TOTAL	%
RESIDENTIAL	\$32,207.16	\$144.60	\$2,602.68	\$48,815.48	\$206.67	\$4,401.96	\$88,378.55	68%
COMMERCIAL	\$2,285.97	\$3,209.01	\$8,948.11	\$3,802.38	\$4,836.07	\$17,774.46	\$40,856.00	32%
TOTAL	\$34,493.13	\$3,353.61	\$11,550.79	\$52,617.86	\$5,042.74	\$22,176.42	\$129,234.55	
Sewer	Sewer Connection Fee			Sewer Capital Fee				
							TOTAL	%
RESIDENTIAL	\$16,051.46	\$72.07	\$1,297.32	\$29,917.64	\$126.67	\$2,697.96	\$50,163.12	68%
COMMERCIAL	\$1,139.29	\$1,599.40	\$4,460.23	\$2,330.28	\$2,964.07	\$11,117.99	\$23,611.26	32%
TOTAL	\$17,190.75	\$1,671.47	\$5,757.55	\$32,247.92	\$3,090.74	\$13,815.95	\$73,774.38	

Consumption	
TOTAL	%
\$36,465.84	24%
\$117,219.48	76%
\$153,685.32	
Consumption	
TOTAL	%
\$106,882.55	19%
\$469,982.68	81%
\$576,865.23	

Total CCC	
TOTAL	%
\$124,844.39	44%
\$158,075.48	56%
\$282,919.87	
Total CCC	
TOTAL	%
\$157,045.67	24%
\$493,593.94	76%
\$650,639.61	

Total Combined Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$281,890.06	30%
COMMERCIAL	\$651,669.42	70%
	\$933,559.48	

Water	Connection Fee			Capital Fee				
	<1"	1.5"	> 1.5"	<1"	1.5"	> 1.5"	TOTAL	%
Jan 1 - August 31								
RESIDENTIAL	\$128,990.50	\$578.40	\$10,410.72	\$195,502.40	\$826.68	\$17,607.84	\$353,916.54	69%
COMMERCIAL	\$8,773.53	\$12,838.41	\$34,274.21	\$14,510.24	\$19,347.67	\$68,897.06	\$158,641.12	31%
TOTAL	\$137,764.03	\$13,416.81	\$44,684.93	\$210,012.64	\$20,174.35	\$86,504.90	\$512,557.66	
Sewer	Sewer Connection Fee			Sewer Capital Fee			TOTAL	%
RESIDENTIAL	\$64,286.53	\$288.28	\$5,189.28	\$119,817.94	\$506.68	\$10,791.84	\$200,880.55	69%
COMMERCIAL	\$4,372.59	\$6,398.78	\$17,084.15	\$8,892.85	\$11,858.36	\$42,898.15	\$91,504.88	31%
TOTAL	\$68,659.12	\$6,687.06	\$22,273.43	\$128,710.79	\$12,365.04	\$53,689.99	\$292,385.43	

Consumption	
TOTAL	%
\$124,273.13	26%
\$348,547.68	74%
\$472,820.81	
Consumption	
TOTAL	%
\$373,234.12	21%
\$1,384,211.20	79%
\$1,757,445.32	

Total CCC	
TOTAL	%
\$478,189.67	49%
\$507,188.80	51%
\$985,378.47	
Total CCC	
TOTAL	%
\$574,114.67	28%
\$1,475,716.08	72%
\$2,049,830.75	

Total Combined Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$1,052,304.34	35%
COMMERCIAL	\$1,982,904.88	65%
	\$3,035,209.22	
Bleeder Adjustments		
	TOTAL	
RESIDENTIAL	\$24,398.94	
COMMERCIAL	\$81,624.28	
	\$106,023.22	

Total Combine Water and Sewer Consumption Jan-Aug 2022 (m3)		
	TOTAL	%
Residential	398,806	38%
Commercial	652,471	62%
	1,051,277	

Total Combined (Post Bleeder Adj) Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$1,027,905.40	35%
COMMERCIAL	\$1,901,280.60	65%
	\$2,929,186.00	

Total Combine Water and Sewer Consumption Jan-Aug 2021 (m3)		
	TOTAL	%
Residential	430,420	41%
Commercial	612,062	59%
	1,042,482	

Total Combined (Post Bleeder Adj) 2021 Water & Sewer		
	TOTAL	%
RESIDENTIAL	\$655,448.04	30%
COMMERCIAL	\$1,521,206.41	70%
	\$2,176,654.45	

AGENDA ITEM 7.4

REQUEST FOR DECISION



Subject: Reserve Policy

From: Bill Given, Chief Administrative Officer

Prepared by: Natasha Malenchak, Director of Finance & Administration

Reviewed by: Christine Nadon, Director of Protective & Legislative Services

Date: October 11, 2022

Recommendation:

- That Committee receive the draft Reserve Policy (B-112) as presented and;
- Direct administration to return to a future committee of the whole with Schedule A: Reserve Descriptions.

Alternatives:

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

Background:

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

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

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

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

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

At a high level, the draft Reserves policy is intended to provide a forum for council to describe its expectations around the internal controls that should be maintained to ensure that municipal money is well-managed, adequately controlled, and spent only as approved by council. Additionally, the policy sets the standards of reporting council wishes to ensure that accurate and timely information is available for decision-making for future needs.

Administration is presenting the policy in draft form for council consideration. Administration would follow up to

develop the related procedures and present them at a future committee meeting for council's information should committee choose to recommend Council adopt the policy. This process will ensure that the administration procedures are aligned with Council's policy direction.

Discussion:

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

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

Reserves are a way to pay for the construction or purchase of assets in the future, and to fund asset depreciation to ensure aging infrastructure can be maintained to continue providing necessary levels of service. The *MGA* does not specify any requirements/restrictions related to accumulating or managing reserves. Municipal councils may set aside whatever proportion of revenues they choose as reserves for whatever purpose they see fit. Municipal Councils will often pass a policy establishing what types of reserves may be established, how reserves are funded and how withdrawals are to occur with the budget process. Policy will also guide how reserve funds can be used, re-designated, and other related administrative processes.

Planning and Asset Management

Reserves are an effective tool to support municipal planning and also support municipal asset management, as they allow for funds to be set aside to manage assets throughout their lifecycle. Rather than make sudden financial decisions supported by borrowing, reserves require municipalities to think ahead and consider when a certain asset may need to be replaced, expanded, or built for the first time to meet an emerging service need.

Although municipalities in Alberta are not mandated to develop and follow an asset management plan, asset management it is becoming widely seen as a best practice to support informed and accountable municipal decision-making. An important aspect of asset management is making long-term budgeting decisions with service levels and asset deterioration in mind. Not preparing for the inevitable repair or replacement of deteriorating assets through the use of reserves could lead to a crisis situation leaving limited funds available to address a sudden infrastructure failure and then ultimately forcing to borrow heavily, increase taxes, or significantly reduce service levels. Using reserves to support the proper management of tangible capital assets and addresses their depreciation over the course of their useful life by setting aside funds for their maintenance

and continued operation as they amortize.

Ignoring municipal expenses or liabilities only tells one story, poor financial planning. Reserves are an indication of council's commitment to ensuring a healthy community with a plan for a bright future. In other words, reserves should not be viewed as wealth for a municipality, but rather the opposite; the money is essentially already spent, is restricted for a specific future use, and even accumulates interest prior to being used.

If the attached draft policy B-112 is satisfactory to committee, administration's next step would be to return to a future meeting with a completed 'Schedule A'. At that time Committee could review administration's advice on the actual structure of reserves for the municipality including items such as:

- The overall purpose of the each reserve;
- The source of funds for each reserve;
- Guidelines for when and how each reserve can be accessed;
- Recommendations for contributions to each reserve; and
- Formulas for determining optimal balances for each reserve, if applicable.

The policy would only be forwarded to Council for final approval once committee is satisfied that *both* the policy *and* the reserve descriptions are appropriate. Discussion of debt limits, as contained in the existing policy B-012, would follow as an additional independent policy in 2023.

Relevant Legislation:

- Policy B-012 Debt Reserve Limits policy (2010)

Strategic Relevance:

To advance organizational excellence we:

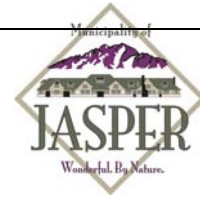
- Proactively plan for and invest in the maintenance and management of our natural assets and built infrastructure; and,
- Ensure residents receive quality service that provides strong value for dollar.

Financial:

There are no immediate financial costs of adopting the policy.

Attachment:

- Current B-012 Policy
- Current B-012 Procedures
- Draft B-112 Reserve Policy



Policy Title: DEBT RESERVE LIMITS

Policy # B-012

Effective Date: September 7, 2010

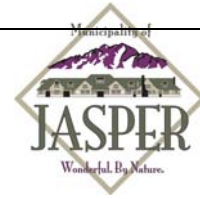
Date adopted by Council: September 7, 2010

POLICY

Council shall establish and maintain appropriate debt and reserve limits.

Policy Title: DEBT RESERVE LIMITS

Policy # B-012



ADMINISTRATIVE PROCEDURES

Effective Date: September 7, 2010

Date approved by Municipal Manager: September 7, 2010

Responsibility

The Director, Finance and Administration, shall be responsible for budgeting so as to maintain Municipal debt and reserve limits within the established parameters.

Debt

The Municipality's total outstanding long-term debt, as defined and calculated in accordance with the Municipal Government Act, will not exceed 85% of the municipal debt limit established by the provisions of that Act.

Reserves

The Municipality shall maintain reserves of not less than \$2,000,000.

Reporting

The Director, Finance and Administration, shall monitor Municipal debt and reserve levels and report the balances to Council as part of the monthly financial reporting.

Policy Title: Reserve Policy

Policy # B-112

Effective Date: , 2022

Date adopted by Council: , 2022



1. POLICY STATEMENT

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

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

2. PURPOSE

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

3. GUIDING PRINCIPLES

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

4. FINANCIAL REPORTING

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

5. RESPONSIBILITIES

Council

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

CAO

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

Director of Finance and Administration

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

Directors and Managers

- Carry out the policy based on established procedures.

6. DEFINITIONS

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

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

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

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

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

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

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

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

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

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

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

restricted to the use described in the approved Reserve Description.

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

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

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

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

7. ATTACHMENTS:

- Schedule “A” Reserve Descriptions

MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)
S-Block Parking	September 14, 2021	Director of Protective & Legislative Services	That Committee direct Administration to return to a future Committee of the Whole meeting with a policy level discussion regarding the use of S-block parking.	October 2022
Parcel GB Development Information	March 8, 2022	CAO	That Committee direct Administration to request preliminary information such as renderings and site plans for the proposed GB development and return to a future Committee of the Whole meeting.	October 2022
Policy B-017 Community & Economic Development Fund	May 24, 2022	Director of Community Development	That Committee refer the matter of funding the Community Economic Development Fund to the 2023 budget discussion. That Committee direct 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.	October 2022
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.	October 2022
JCHC Governance Review - 2	June 14, 2022	CAO	That Committee direct Administration identify the resources required to produce a strategy to address the 2021 gap and return to Committee prior to the 2023 budget discussions.	October 2022
Alberta / Japan Twinning Municipalities Association	June 14, 2022	Director of Protective & Legislative Services	That Committee direct Administration to follow items 1, 2, 4, and 5 in the recommendations and refer item 3 to a future committee of the whole meeting 5-Prepare/develop a video from the community of Jasper to send to Hakone to acknowledge the 50 th anniversary of the twinning relationship	October 2022

Jasper Museum Storage Container	August 9, 2022	Director of Operations	That Committee direct Administration to work with the JYHSMA to identify locations on Municipal property for the storage container subject to Parks Canada approval and the JYHSMA covering any associated costs.	October 2022
Sledding at Snape's Hill	August 9, 2022	Director of Community Development	That Committee direct Administration investigate other potential sites to develop a tobogganing hill in the south end of the town site.	October 2022
Recreational Use of Municipal Outdoor Facilities Policy	August 9, 2022	Director of Community Development	That Committee direct Administration to prepare and present at a future committee meeting a draft policy and administrative procedures regarding recreational use of outdoor Municipal facilities.	October 2022
Community Conversations – Town Internet Access	August 23, 2022	Director of Finance & Administration	That Committee direct Administration to explore opportunities for town wide internet access.	November 2022
Community Conversations – Communications	August 23, 2022	Director of Protective & Legislative Services	That Committee direct Administration to investigate systems that would improve the sound quality of Council meetings.	November 2022
Community Conversations – Environmental Responsibility	August 23, 2022	Director of Operations	That Committee direct Administration to explore capacity to undertake the work identified by the Environmental Responsibility Community Conversation; and, if there is insufficient current capacity, to explore expanding capacity prior to budget 2023 discussions.	October 2022
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.	November 2022
Petro Canada	September 27, 2022	Director of Operations	That Committee receive the report for information and direct Administration to invite the proponent to provide Council with a Traffic Impact Analysis, at the sole cost of the proponent, for Council to further consider the request, with the understanding that if approved the entire project would proceed at the sole cost of the proponent.	October 2022
Utility Model Review Outcomes	September 27, 2022	Director of Finance & Administration	That Committee recommend Council receive the Utility Rate Model Outcomes Review for information and maintain the CCC model; and	October 2022

		That Committee direct Administration to present alternatives to the calculation of charges including church properties within the CCC model to achieve greater equity.	