

Municipality of Jasper
Committee of the Whole Meeting Agenda
November 22, 2022 | 9:30 am
Jasper Library & Cultural Centre – Quorum Room

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

1. Call to order Deputy Mayor Hall to chair meeting

2. Additions to agenda

3. Approval of agenda

3.1 November 22, 2022 Committee of the Whole agenda attachment

4. November 8, 2022 Committee of the Whole minutes attachment

4.1 Business arising from minutes – Draft to be approved at December 6, 2022 meeting

5. Delegations

6. Correspondence

6.1 RCMP Quarterly Report attachment

7. New business

7.1 Planning & Development Feasibility Report attachment

7.2 Director's Report – Community Development attachment

7.3 Energy Benchmark Report attachment

8. Motion Action List attachment

9. Councillor upcoming meetings

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

10. Upcoming events

NETMA – November 23, Marmot Basin

Jasper Park Chamber of Commerce Holiday Party 2022 – December 2, Fairmont Jasper Park Lodge

World Tree Lighting – December 2, 6pm, Robson Park

Community Holiday Party – December 16, Jasper Activity Centre, 6pm

11. Adjournment

Municipality of Jasper
Committee of the Whole Meeting Minutes
Tuesday, November 8, 2022 | 9:30am
Jasper Library and Cultural Centre, Quorum Room

| | | | |
|--|--|-------------------------|---------|
| Virtual viewing and participation | Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through Zoom livestreaming and in person attendance. | | |
| Present | Deputy Mayor Wendy Hall, Councillors Rico Damota, Ralph Melnyk, Helen Kelleher-Empey and Kathleen Waxer | | |
| Absent | Mayor Richard Ireland and Councillor Scott Wilson | | |
| Also present | Christine Nadon, Director of Protective & Legislative Services John Greatehead, Director of Operations Natasha Malenchak, Director of Finance & Administration Christopher Read, Director of Community Development Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator Norm Pelletier, Lead Water Operator Faraz Kahn, Municipal Energy Manager Bob Covey, The Jasper Local Peter Shokeir, The Fitzhugh Juan Upegui & Josh Maxwell, WSP 2 observers | | |
| Call to Order | Deputy Mayor Hall called the November 8, 2022 Committee of the Whole meeting to order at 9:30am; acknowledged today is National Indigenous Veterans Day; and began with a Traditional Land Acknowledgement . | | |
| Additions to the agenda | Councillor Waxer requested to add the following item to the agenda: <ul style="list-style-type: none">7.6 Council representation on the Jasper Community Team Society | | |
| Approval of agenda #480/22 | MOTION by Councillor Kelleher-Empey that Committee approve the agenda for the November 8, 2022 Committee of the Whole meeting with the following addition: <ul style="list-style-type: none">7.6 Council representation on the Jasper Community Team Society | | |
| | FOR 5 Councillors | AGAINST 0 Councillor | CARRIED |
| Business arising | none | | |
| Delegations – WSP sewer modelling study report | Council received a presentation from Juan Upegui & Josh Maxwell of WSP detailing the sewer modelling study report. Highlights included an overview of the scope of work; system age and material; wastewater flows and monitoring; model build; system assessment; and recommendations. | | |
| #481/22 | MOTION by Councillor Kelleher-Empey that Committee receive the presentation from | | |

WSP for information.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

Correspondence –
Community
Futures West
Yellowhead
#482/22

MOTION by Councillor Melnyk that Committee receive the correspondence from Community Futures West Yellowhead for information; and

That Committee refer the request to the 2023 budget discussions.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

Correspondence –
Anita Forabosco
#483/22

MOTION by Councillor Melnyk that Committee receive the correspondence from Anita Forabosco for information.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

Director of Protective & Legislative Services, Christine Nadon, provided Council with information on the cemetery bylaw which was passed in 2006, and items regarding the cemetery which are to be part of the upcoming budget discussions.

#484/22

MOTION by Councillor Melnyk that Committee direct Administration to add the following item to the next Legislative Committee agenda:

- Priority list of bylaws to be reviewed

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

Correspondence –
The Evergreens
Foundation
#485/22

MOTION by Councillor Damota that Committee receive the correspondence from The Evergreens Foundation for information.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

#486/22

MOTION by Councillor Kelleher-Empey that Committee refer The Evergreens Foundation request to the 2023 budget discussions.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

WSP sewer
modelling

Director of Operations, John Greathead, provided more insight on the Wastewater Modelling Report including next steps and the effects on the development of a Utilities Master Plan.

#487/22

MOTION by Councillor Damota that Committee receive the Wastewater Modelling Report

for information and direct Administration to utilize the Report in the development of a Utilities Master Plan in 2023.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

Reserve Policy Director of Finance & Administration, Natasha Malenchak, presented a draft of the Reserve Policy following direction given by Committee at the October 11, 2022 meeting.

#488/22 MOTION by Councillor Damota that Committee defer direction on the Reserve Policy and Schedule A and come back to a future Committee of the Whole meeting following budget deliberations.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 5 Councillors | 0 Councillor | CARRIED |

Recess Deputy Mayor Hall called a recess from 11:21–11:31am.

Councillor Kelleher-Empey left the meeting at 11:21am.

Director's Report – Operations Council received a report from Mr. Greathead reviewing major capital projects underway in operations; staffing and service updates; a communications and engagement update; and emerging concerns.

#489/22 MOTION by Councillor Waxer that Committee receive the report for information.

| FOR | AGAINST | |
|---------------|--------------|---------|
| 4 Councillors | 0 Councillor | CARRIED |

Property Assessment Services MOTION by Councillor Waxer that Committee recommend Council enter into a 5-year agreement for Assessment Services with Accurate Assessment Group LTD. for a term from April 1st 2023 to March 31st 2028, and;

#490/22

That Committee recommend Council appoint Mr. Troy Birtles of Accurate Assessment Group as assessor of the Municipality of Jasper.

| FOR | AGAINST | |
|---------------|-------------------------------------|---------|
| 3 Councillors | 1 Councillor (Councillor Damota) | CARRIED |

ATCO solar viability study Municipal Energy Manager, Faraz Khan, presented an overview of the ATCO solar viability study targeted on the potential for a solar installation next to the sewage treatment plant.

#491/22 MOTION by Councillor Waxer that Committee receive the solar viability report for information and refer the concept to the 2023 budget discussion.

| | | | |
|---|--|--------------------------|---------|
| | FOR 4 Councillors | AGAINST 0 Councillors | CARRIED |
| Council representation on Jasper Community Team Society #492/22 | MOTION by Councillor Waxer 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. | | |
| | FOR 4 Councillors | AGAINST 0 Councillors | CARRIED |
| Motion Action List #493/22 | Administration reviewed the Motion Action List. | | |
| | MOTION by Councillor Melnyk that Committee approve the Motion Action List with updates to the timeline and the removal of addressed items including: <ul style="list-style-type: none"> • Outdoor Ice Rink Proposal • Continuation of Municipal Services | | |
| | FOR 4 Councillors | AGAINST 0 Councillors | CARRIED |
| Councillor reports | <p>Councillor Waxer and Mayor Ireland met on Wednesday for a Hospitality and Twinned Communities Committee meeting.</p> <p>Councillor Melnyk reported the Community Culture night this past Saturday was a tremendous success and was thoroughly enjoyed by himself, Councillors Waxer & Kelleher-Empey, and Mayor Ireland.</p> <p>Councillor Melnyk will be attending a Jasper Yellowhead Museum & Archives meeting this evening.</p> | | |
| Upcoming Events | Council reviewed a list of upcoming events. | | |
| Adjournment #494/22 | MOTION by Councillor Damota that, there being no further business, the Committee of the Whole meeting of November 8, 2022 be adjourned at 12:35pm. | | |
| | FOR 4 Councillors | AGAINST 0 Councillors | CARRIED |



November 15, 2022

AGENDA ITEM 6.1

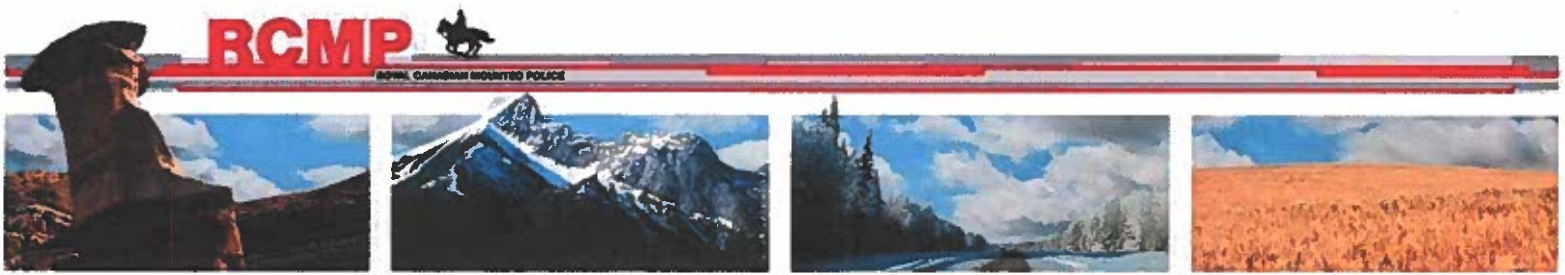
**Mayor & Council
Municipality of Jasper
Jasper, Alberta**

To Mayor and Council,

Attached you will find the quarterly Community Policing Report that encompasses the July 1st to September 30th, 2022 reporting period, and will provide you a quarterly snapshot of the human resources, financial data and crime statistics for the Jasper Detachment. These quarterly reports contribute greatly to ensuring that the police services provided by the Alberta Royal Canadian Mounted Police (RCMP) to you, and the citizens you represent, are meeting your needs on an ongoing basis.

This quarter I want to update you on the status of Body Worn Cameras (BWC), which are set to be field tested early in 2023 at three different pilot locations in Alberta. A total of 191 cameras will be distributed amongst front line officers in Grand Prairie, Parkland, and St. Paul Detachments respectively; the objectives of this Field Test will be as follows:

- **Confirm the Contractor is able to deliver the required services as defined within the SOW (Statement of Work) and Request for Proposal (RFP).**
- **Provide an early opportunity to get cameras in the hands of 191 frontline officers who will be the primary users of the BWC and the accompanying Digital Evidence Management System (DEMS) Service.**
- **Capture preliminary “lessons-learned” to help refine service delivery processes for full implementation in Alberta.**

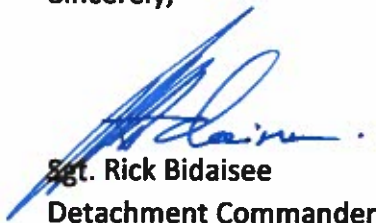


Should the top vendor demonstrate they can meet our requirements, the next step will be full implementation later in 2023. The introduction of body-worn cameras and digital evidence management service will become a new national standard to enhance public trust, confidence and public safety. Although preliminary estimates were provided within the 2023/24 to 2027/28 Multi-Year Financial Plan for your community, the field test results may impact the estimated costs. As details are refined the forecast will be updated and shared with your community.

Your ongoing engagement and the feedback you provide guides our Detachment team in responding to the priorities of our citizens. It solidifies our strong community partnership that supports your Alberta RCMP Detachment in providing flexible and responsive policing services that reflect the evolving needs of those who we are proud to serve.

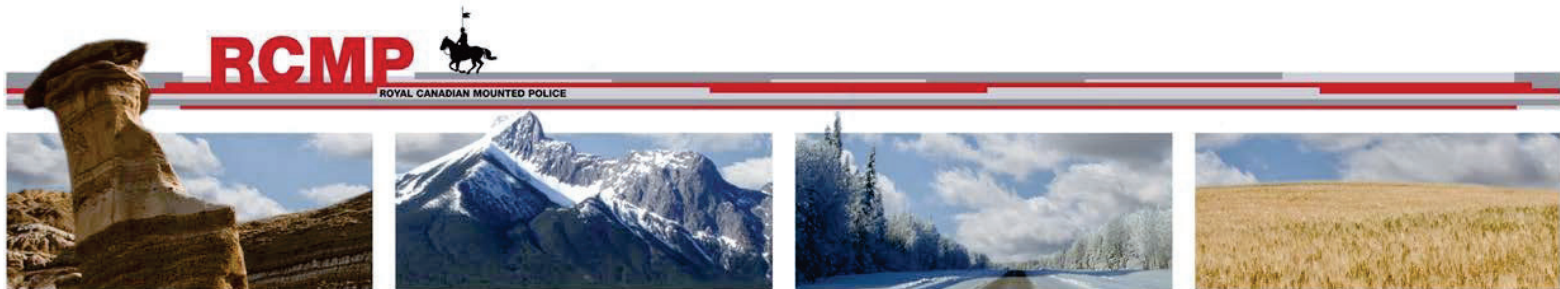
As the Chief of Police for your community, please feel free to contact me if you have any questions or concerns.

Sincerely,



Sgt. Rick Bidaisee
Detachment Commander

Jasper Detachment



RCMP Provincial Policing Report

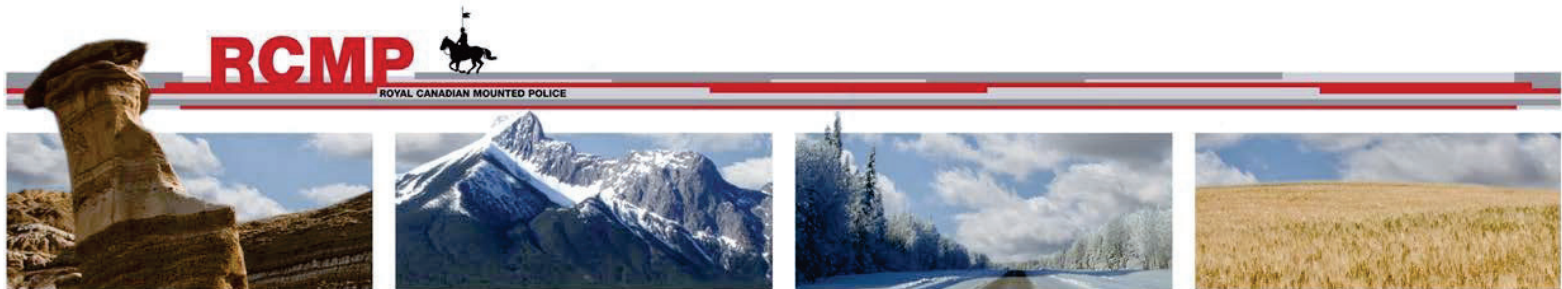
| | |
|-----------------------------|-----------------------|
| Detachment | Jasper |
| Detachment Commander | Sgt. Rick K. Bidaisee |
| Quarter | Q2 - 2022 |
| Date of Report | 2022-11-10 |

Community Consultations

| | |
|-------------------------|--|
| Date | 2022-08-16 |
| Meeting Type | Meeting with Stakeholder(s) |
| Topics Discussed | Annual planning |
| Notes/Comments | Meeting with Director of Legislative and Protective Services for the Municipality of Jasper about calls for service, unit demand, resources, bylaw and Red Serge duties. |

| | |
|-------------------------|---|
| Date | 2022-08-17 |
| Meeting Type | Meeting with Stakeholder(s) |
| Topics Discussed | Traffic |
| Notes/Comments | Discussion with Jasper National Park's Superintendent about traffic issues in the Park. |

| | |
|-------------------------|---|
| Date | 2022-09-01 |
| Meeting Type | Meeting with Stakeholder(s) |
| Topics Discussed | Traffic |
| Notes/Comments | Meeting with the Municipality of Jasper's Public Works, Engineering, and Bylaw departments to address traffic safety public concerns in the Cabin Creek area. |



| | |
|-------------------------|---|
| Date | 2022-09-03 |
| Meeting Type | Meeting with Stakeholder(s) |
| Topics Discussed | Regular reporting |
| Notes/Comments | Meeting with stakeholders regarding the Chetamon wildfire and power outage. |

| | |
|-------------------------|---|
| Date | 2022-09-06 |
| Meeting Type | Meeting with Elected Officials |
| Topics Discussed | Regular reporting |
| Notes/Comments | Meeting with the Mayor and Council of the Municipality of Jasper. |



Community Priorities

| | |
|-------------------------------------|---|
| Priority 1 | Increase Education and Enforcement to Reduce Driving Complaints |
| Current Status & Results | Q2 saw a significant increase in tourism visitation and the related traffic calls for service. The unit embarked on a road safety initiative for the reopening of local schools, same included media releases and increased patrols in school zones. The MOJ community introduced a 30 KMH speed limit for the entire Municipality of Jasper to address speeding and other traffic related concerns. The community has also consistently adopted and promoted proactive bicycle usage as an alternative form of transportation. Education and related safety initiatives especially in the schools and via media releases continues to play an important role in this area. JFO consisted of two wildfire incidents requiring the Commander to utilize CN Police, Park Wardens, Edson ITU and Jasper members to mitigate highway safety concerns stemming from smoke and fire threats. The unit investigated one traffic related fatality for Q2, although, property and injury related collisions continue to see a significant draw for local policing resources. |
| Priority 2 | Crime Reduction |
| Current Status & Results | Theft of fuel from motor vehicles resulting in mischief-related criminality increased in September of Q2. Same could be attributed to person or persons traveling through the community and does not reflect a pattern of localized crime. The calls were all reported around the same time frame; however, several vehicles were targeted. The method used included the drilling of holes in fuel tanks, at this time we do not have a suspect or suspects identified and related calls for service stopped after these incidents were reported. Foot and vehicle patrols were increased due to the Chetamon wildfire and resulting power outages, with the unit adopting a 24 hour policing model. The unit embarked on 12 hour shifts, canceling the on-call policing model for the duration of this event. The community responded positively to the increased police visibility, the Detachment Commander received positive feedback from community stakeholders, Municipality and Parks Canada. The duration of the wildfire and resulting power outages was challenging at best for local residents and visitors, however, the community in typical Jasper fashion stepped up to these challenges. |



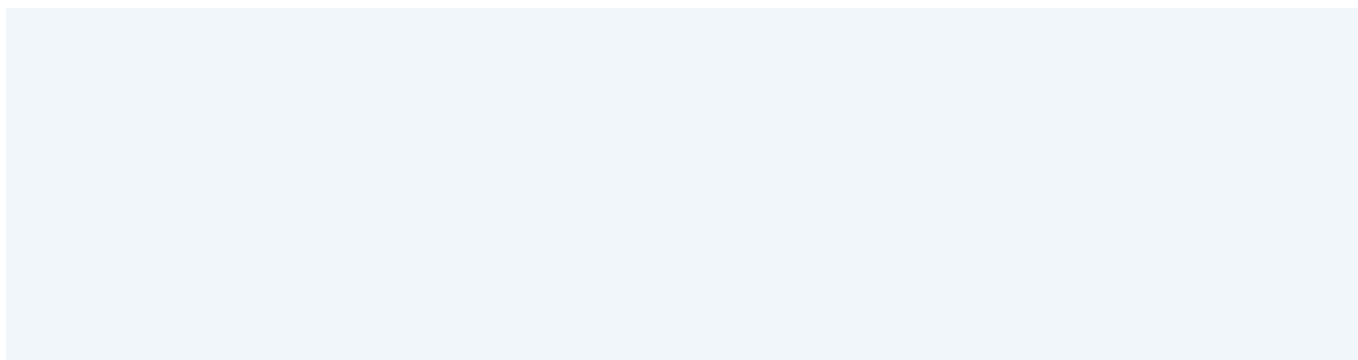
Crime Statistics¹

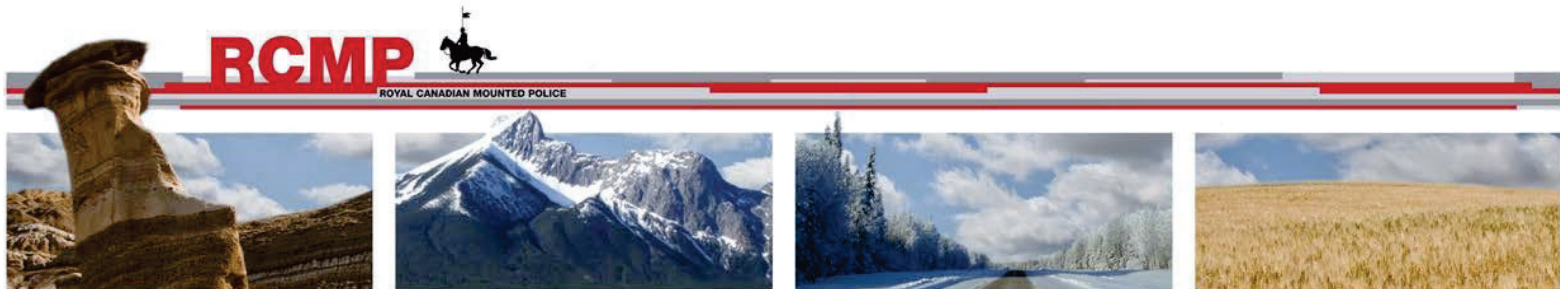
The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

| Category | July - September | | | January - December | | |
|---------------------------------|------------------|------|-------------------------|--------------------|-------|-------------------------|
| | 2021 | 2022 | % Change Year-over-Year | 2020 | 2021 | % Change Year-over-Year |
| Total Criminal Code | 126 | 127 | 1% | 385 | 373 | -3% |
| <i>Persons Crime</i> | 35 | 24 | -31% | 124 | 107 | -14% |
| <i>Property Crime</i> | 65 | 69 | 6% | 185 | 193 | 4% |
| <i>Other Criminal Code</i> | 26 | 34 | 31% | 76 | 73 | -4% |
| Traffic Offences | | | | | | |
| <i>Criminal Code Traffic</i> | 11 | 19 | 73% | 51 | 39 | -24% |
| <i>Provincial Code Traffic</i> | 1,366 | 745 | -45% | 1,574 | 3,144 | 100% |
| <i>Other Traffic</i> | 0 | 6 | n/a | 19 | 3 | -84% |
| CDSA Offences | 3 | 1 | -67% | 12 | 16 | 33% |
| Other Federal Acts | 7 | 4 | -43% | 39 | 23 | -41% |
| Other Provincial Acts | 47 | 50 | 6% | 221 | 166 | -25% |
| Municipal By-Laws | 26 | 20 | -23% | 44 | 50 | 14% |
| Motor Vehicle Collisions | 62 | 79 | 27% | 170 | 210 | 24% |

¹ Data extracted from a live database (PROS) and is subject to change over time.

Trends/Points of Interest





Provincial Police Service Composition²

| Staffing Category | Established Positions | Working | Soft Vacancies ³ | Hard Vacancies ⁴ |
|--------------------|-----------------------|---------|-----------------------------|-----------------------------|
| Police Officers | 9 | 7 | 2 | 0 |
| Detachment Support | 3 | 3 | 0 | 0 |

²Data extracted on September 30, 2022 and is subject to change over time.

³Soft Vacancies are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.

⁴Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

Comments

Police Officers: Of the 9 established positions, 7 officers are currently on active duty.

Detachment Support: There are 3 established positions that are currently filled.

Quarterly Financial Drivers

Overtime incurred for the duration of the Chetamon wildfire and resulting power outages.



Jasper Provincial Detachment Crime Statistics (Actual) Q2: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

October 4, 2022

| CATEGORY | Trend | 2018 | 2019 | 2020 | 2021 | 2022 | % Change 2018 - 2022 | % Change 2021 - 2022 | Avg File +/- per Year |
|----------------------------------|-------|------------|------------|------------|------------|------------|-------------------------|-------------------------|--------------------------|
| Offences Related to Death | | 0 | 0 | 3 | 0 | 0 | N/A | N/A | 0.0 |
| Robbery | | 0 | 0 | 1 | 0 | 1 | N/A | N/A | 0.2 |
| Sexual Assaults | | 3 | 3 | 5 | 1 | 2 | -33% | 100% | -0.4 |
| Other Sexual Offences | | 0 | 3 | 0 | 0 | 1 | N/A | N/A | -0.1 |
| Assault | | 25 | 35 | 23 | 21 | 15 | -40% | -29% | -3.4 |
| Kidnapping/Hostage/Abduction | | 4 | 0 | 0 | 1 | 0 | -100% | -100% | -0.7 |
| Extortion | | 1 | 0 | 0 | 0 | 0 | -100% | N/A | -0.2 |
| Criminal Harassment | | 3 | 4 | 3 | 4 | 2 | -33% | -50% | -0.2 |
| Uttering Threats | | 10 | 7 | 7 | 8 | 3 | -70% | -63% | -1.3 |
| TOTAL PERSONS | | 46 | 52 | 42 | 35 | 24 | -48% | -31% | -6.1 |
| Break & Enter | | 5 | 4 | 1 | 1 | 1 | -80% | 0% | -1.1 |
| Theft of Motor Vehicle | | 5 | 5 | 3 | 5 | 1 | -80% | -80% | -0.8 |
| Theft Over \$5,000 | | 0 | 0 | 0 | 0 | 1 | N/A | N/A | 0.2 |
| Theft Under \$5,000 | | 21 | 34 | 27 | 19 | 22 | 5% | 16% | -1.3 |
| Possn Stn Goods | | 5 | 1 | 0 | 2 | 4 | -20% | 100% | -0.1 |
| Fraud | | 16 | 8 | 17 | 8 | 10 | -38% | 25% | -1.2 |
| Arson | | 0 | 0 | 0 | 0 | 0 | N/A | N/A | 0.0 |
| Mischief - Damage To Property | | 0 | 14 | 15 | 14 | 20 | N/A | 43% | 4.0 |
| Mischief - Other | | 29 | 14 | 8 | 16 | 10 | -66% | -38% | -3.6 |
| TOTAL PROPERTY | | 81 | 80 | 71 | 65 | 69 | -15% | 6% | -3.9 |
| Offensive Weapons | | 2 | 0 | 4 | 1 | 0 | -100% | -100% | -0.3 |
| Disturbing the peace | | 20 | 13 | 11 | 16 | 13 | -35% | -19% | -1.1 |
| Fail to Comply & Breaches | | 35 | 21 | 4 | 7 | 14 | -60% | 100% | -5.6 |
| OTHER CRIMINAL CODE | | 4 | 13 | 2 | 2 | 7 | 75% | 250% | -0.5 |
| TOTAL OTHER CRIMINAL CODE | | 61 | 47 | 21 | 26 | 34 | -44% | 31% | -7.5 |
| TOTAL CRIMINAL CODE | | 188 | 179 | 134 | 126 | 127 | -32% | 1% | -17.5 |



Jasper Provincial Detachment Crime Statistics (Actual) Q2: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

October 4, 2022

| CATEGORY | Trend | 2018 | 2019 | 2020 | 2021 | 2022 | % Change 2018 - 2022 | % Change 2021 - 2022 | Avg File +/- per Year |
|--|-------|--------------|------------|------------|--------------|------------|-------------------------|-------------------------|--------------------------|
| Drug Enforcement - Production | | 0 | 0 | 0 | 0 | 0 | N/A | N/A | 0.0 |
| Drug Enforcement - Possession | | 9 | 3 | 0 | 2 | 1 | -89% | -50% | -1.7 |
| Drug Enforcement - Trafficking | | 4 | 0 | 0 | 1 | 0 | -100% | -100% | -0.7 |
| Drug Enforcement - Other | | 0 | 0 | 0 | 0 | 0 | N/A | N/A | 0.0 |
| Total Drugs | | 13 | 3 | 0 | 3 | 1 | -92% | -67% | -2.4 |
| Cannabis Enforcement | | 0 | 0 | 0 | 2 | 0 | N/A | -100% | 0.2 |
| Federal - General | | 2 | 2 | 7 | 2 | 3 | 50% | 50% | 0.2 |
| TOTAL FEDERAL | | 15 | 5 | 7 | 7 | 4 | -73% | -43% | -2.0 |
| Liquor Act | | 8 | 5 | 8 | 5 | 9 | 13% | 80% | 0.2 |
| Cannabis Act | | 0 | 4 | 3 | 4 | 1 | N/A | -75% | 0.2 |
| Mental Health Act | | 13 | 17 | 21 | 13 | 13 | 0% | 0% | -0.4 |
| Other Provincial Stats | | 39 | 31 | 40 | 25 | 27 | -31% | 8% | -3.0 |
| Total Provincial Stats | | 60 | 57 | 72 | 47 | 50 | -17% | 6% | -3.0 |
| Municipal By-laws Traffic | | 2 | 0 | 0 | 2 | 1 | -50% | -50% | 0.0 |
| Municipal By-laws | | 17 | 13 | 17 | 24 | 19 | 12% | -21% | 1.5 |
| Total Municipal | | 19 | 13 | 17 | 26 | 20 | 5% | -23% | 1.5 |
| Fatals | | 1 | 1 | 0 | 2 | 1 | 0% | -50% | 0.1 |
| Injury MVC | | 15 | 6 | 7 | 9 | 5 | -67% | -44% | -1.7 |
| Property Damage MVC (Reportable) | | 81 | 64 | 38 | 42 | 57 | -30% | 36% | -7.0 |
| Property Damage MVC (Non Reportable) | | 21 | 22 | 9 | 9 | 16 | -24% | 78% | -2.3 |
| TOTAL MVC | | 118 | 93 | 54 | 62 | 79 | -33% | 27% | -10.9 |
| Roadside Suspension - Alcohol (Prov) | | N/A | N/A | N/A | N/A | 5 | N/A | N/A | N/A |
| Roadside Suspension - Drugs (Prov) | | N/A | N/A | N/A | N/A | 0 | N/A | N/A | N/A |
| Total Provincial Traffic | | 1,109 | 913 | 803 | 1,366 | 745 | -33% | -45% | -27.5 |
| Other Traffic | | 6 | 12 | 4 | 0 | 6 | 0% | N/A | -1.2 |
| Criminal Code Traffic | | 25 | 43 | 15 | 11 | 19 | -24% | 73% | -4.4 |
| Common Police Activities | | | | | | | | | |
| False Alarms | | 31 | 13 | 11 | 12 | 8 | -74% | -33% | -4.7 |
| False/Abandoned 911 Call and 911 Act | | 39 | 25 | 19 | 7 | 16 | -59% | 129% | -6.4 |
| Suspicious Person/Vehicle/Property | | 33 | 35 | 24 | 25 | 18 | -45% | -28% | -4.0 |
| Persons Reported Missing | | 15 | 20 | 14 | 12 | 12 | -20% | 0% | -1.4 |
| Search Warrants | | 0 | 0 | 0 | 0 | 0 | N/A | N/A | 0.0 |
| Spousal Abuse - Survey Code (Reported) | | 15 | 17 | 20 | 8 | 15 | 0% | 88% | -0.9 |
| Form 10 (MHA) (Reported) | | 0 | 0 | 1 | 0 | 0 | N/A | N/A | 0.0 |

AGENDA ITEM 7.1

REQUEST FOR DECISION

Subject: Planning & Development Feasibility Report
From: Bill Given, Chief Administrative Officer
Prepared by: Bill Given, Chief Administrative Officer
Date: November 22, 2022



Recommendation:

That Committee receive the Planning & Development Feasibility Report for information.

Alternatives:

- That Committee direct administration undertake additional research on the concept of municipal delivery land-use planning and development functions.

Background:

On May 11, 2022 Council met with senior officials from Parks Canada where it was agreed that the parties would begin the process of reviewing the Agreement for the Establishment of Local Government in the Town of Jasper. The review will consider a broad scope of services including the potential transfer of land use planning and development approval authority within the townsite and the issue of land rent paid by the municipality.

On July 19th, 2022 Council passed a motion to formally request that Land Use Planning and Development approval powers be transferred to the Municipality of Jasper, and on November 1st Council received correspondence from the CEO of Parks Canada stating that "Parks Canada is open to considering the possibility of such a transfer and [acknowledging that] discussions between our respective representatives on this topic are ongoing."

Administration has retained Albert Flootman with Localis Consulting to provide an assessment of what is likely to be involved in the municipality taking over planning and development functions from Parks Canada with a specific focus on organizational change and budget implications.

Discussion:

The attached report provides an understanding of the legal and policy frameworks affecting the Municipality by engaging with Council, Municipal staff and Parks Canada officials to ensure that local questions and concerns are understood. The report also presents research into the finances and development volumes of a group of comparison municipalities to provide a sense of the potential scale of work required for Jasper.

Findings from the report include:

- Based on the size of Jasper and its national park context a staff of about three to four people would be appropriate. These would include:
 - Senior Manager of Planning and Development
 - Development Officer
 - Administrative Assistant

- Planner (based on workloads)
- At full implementation total expenditures can be expected to be in the range of \$520,000 to \$643,000 per year, depending on whether the staff planner is hired.
- At full implementation revenue can be expected to be approximately \$200,000 to \$220,000 per year.
- Given Jasper's location within the National Park and the experience in Banff, Parks Canada will continue to have a role in planning a development matters. This would likely include:
 - Continuing Parks sign-off on municipal bylaws
 - Parks representation on a Jasper Municipal Planning Commission
 - Parks representation on a Development Appeal board.
- The Municipality will continue to find it essential to maintain strong working relationships with Parks Canada staff, and be prepared to engage frequently on matters of Parks Canada policy as they affect the Municipality.

The report also identifies a number of significant inter-related planning exercises that will need to be undertaken including the creation of a Municipal Development Plan and a municipal Land-Use Bylaw. These documents are typically reviewed or updated approximately every 5 years and would require additional contracted supports. The cost of these contracted supports is reflected in the budget framework proposed in the report.

Finally the report recommends that a Senior Manager of Planning and Development be recruited in 2023. The position's key responsibilities would be to lead the discussion with Parks Canada on transfer of authorities and to Create a business plan for a planning and development department that builds on Council's Strategic Plan, legislative and policy priorities, while identifying key tasks and projects for the next three years.

Financial:

Council is considering a request to fund a Manager of Planning and Development position in 2023 at a cost of \$151,000 which is reflective of anticipated salary and benefits for 12 months. Any additional costs in 2023 would be addressed through existing budgets. Costs beyond 2023 will be subject to Council's 2024 and beyond budget deliberations.

Strategic Relevance:

- Pursue the acquisition of tools and authorities to enhance service delivery, equity and affordability.
- Take active and strategic steps to advance Jasper's interests, including the acquisition of land-use planning and development authority and attaining Resort Municipality Status.
- Ensure residents receive quality service that provides strong value for dollar.
- Build our internal capacity to advance our housing priorities.
- Value the unique opportunities and responsibilities arising from our location inside a National Park and World Heritage Site

Attachments:

- Final Report: Jasper Planning & Development Proposal – Organizational Structure and Anticipated Costs

Municipality of Jasper

Planning & Development Proposal – Organizational Structure and Anticipated Costs



Final Report – November 7, 2022

Contents

| | |
|---|-----------|
| EXECUTIVE SUMMARY..... | 5 |
| RECOMMENDATIONS | 5 |
| 1.0 INTRODUCTION | 7 |
| 2.0 BACKGROUND | 7 |
| 2.1 OVERVIEW OF THE MUNICIPALITY OF JASPER | 7 |
| 2.2 EXISTING MUNICIPALITY OF JASPER ORGANIZATIONAL STRUCTURE..... | 8 |
| 3.0 STUDY OBJECTIVES AND SCOPE | 9 |
| 4.0 METHODOLOGY..... | 9 |
| 5.0 FINDINGS..... | 10 |
| 5.1 THE LEGISLATIVE CONTEXT | 10 |
| 5.1.1 <i>Canada National Parks Act</i> | 10 |
| 5.1.2 <i>Impact Assessment Act (Canada)</i> | 11 |
| 5.1.3 <i>Municipal Government Act (Alberta)</i> | 11 |
| 5.1.4 <i>Land Titles Act (Alberta)</i> | 12 |
| 5.1.5 <i>Condominium Property Act (Alberta)</i> | 12 |
| 5.1.6 <i>Jasper Zoning Regulations (Canada National Parks Act)</i> | 12 |
| 5.1.7 <i>National Parks of Canada Lease and License of Occupation Regulations</i> | 12 |
| 5.2 EXISTING PLANS AND POLICIES | 13 |
| 5.2.1 <i>Jasper Park Management Plan</i> | 13 |
| 5.2.2 <i>Jasper Community Sustainability Plan</i> | 15 |
| 5.2.3 <i>Architectural Motif Guidelines for the Town of Jasper</i> | 17 |
| 5.2.4 <i>Land Use Policy</i> | 17 |
| 5.2.5 <i>Municipality of Jasper Strategic Plan</i> | 17 |
| 6.0 INTERVIEW SUMMARIES..... | 18 |
| 6.1 DISCUSSION WITH MUNICIPAL COUNCIL | 18 |
| 6.2 MUNICIPAL STAFF INTERVIEWS | 19 |
| 6.2.1 <i>Service Levels</i> | 19 |
| 6.2.2 <i>Coordination Between Development Approvals and Utilities</i> | 19 |
| 6.2.3 <i>Bylaw Enforcement and Licensing</i> | 20 |
| 6.2.4 <i>The Federal Interest in Land Use Planning</i> | 20 |
| 6.2.5 <i>A Need for Qualified Staff</i> | 21 |
| 6.2.6 <i>Other Observations by Municipal Staff:</i> | 21 |
| 6.3 PARKS CANADA STAFF | 22 |
| 6.3.1 <i>Permit Volumes</i> | 23 |
| 6.3.2 <i>Subdivision Approvals</i> | 23 |
| 6.3.3 <i>Building Permits</i> | 23 |
| 6.3.4 <i>Federal Requirements</i> | 23 |
| 6.4 TOWN OF BANFF – DIRECTOR OF PLANNING | 24 |
| 6.5 FINANCIAL COMPARISONS | 26 |
| 6.5.1 <i>Background</i> | 26 |
| 6.5.2 <i>Details</i> | 27 |
| 6.6 TOWN OF BANFF - OBSERVATIONS..... | 28 |
| 7.0 ANALYSIS..... | 29 |
| 7.1 WHY HAVE A PLANNING DEPARTMENT? | 29 |

| | |
|---|-----------|
| 7.2 ROLES AND RESPONSIBILITIES..... | 29 |
| 7.2.1 <i>The Role of Consulting Services vs. In-House Planners</i> | 30 |
| 7.3 ORGANIZATIONAL STRUCTURE AND REPORTING RELATIONSHIPS | 31 |
| 7.3.1 <i>Recruitment</i> | 32 |
| 7.4.1 <i>Workload Estimates</i> | 33 |
| 7.4 FINANCIAL CONSIDERATIONS | 34 |
| 7.5 OTHER CONSIDERATIONS | 37 |
| 7.6.1 <i>Safety Codes Accreditation</i> | 37 |
| 7.6.2 <i>Rates and Fees</i> | 38 |
| 7.6.3 <i>Office Space</i> | 38 |
| 7.6.4 <i>Supporting the Functions of Other Departments</i> | 38 |
| 8.0 POLICY NEEDS..... | 38 |
| 9.0 CONDITIONS FOR SUCCESS | 39 |
| 10.0 PLANNING AND DEVELOPMENT BUSINESS PLAN – TENTATIVE TIMELINE | 40 |
| 11.0 CONCLUSIONS | 41 |
| APPENDIX 1 | 42 |
| APPENDIX 2 – RECRUITMENT – QUALIFICATIONS AND CREDENTIALS | 47 |

EXECUTIVE SUMMARY

The Municipality of Jasper was formed in 2002, with planning and development functions retained by Parks Canada. Jasper is now exploring the feasibility of establishing its own Planning and Development Department. This report is the product of a study that included developing an understanding of the legal and policy frameworks affecting the Municipality, engaging with Council and Municipal staff to ensure that local questions and concerns are addressed, and undertaking research into the finances and development volumes of a group of comparison municipalities.

The proposal is feasible. However, planning and development in Jasper requires a relatively high level of sophistication to address the community's unique status within a national park, and to ensure that federal statutory and policy requirements are met. Implementation will take time and effort, beginning with the recruitment of qualified and experienced staff with the ability to develop a strong understanding of the local context, and create a new department that will serve the long term needs of the community.

RECOMMENDATIONS

It is recommended that the Municipality of Jasper:

1. Establish a new Planning and Development Department with a budget based on Section 7.4 (Table 3) of this report.
2. Recognize that Parks Canada will continue to represent the federal interest in local land use planning within the Municipality of Jasper; continue to cultivate a collegial and effective working relationship with Parks Canada staff.
3. Recruit a Senior Manager of Planning and Development (Chief Planner) with broad planning and leadership experience, reporting to the Chief Administrative Officer as a member of the senior management team.
4. Create a business plan for a planning and development department that builds on the Strategic Plan, legislative and policy priorities, and key tasks and projects for the next three years.
5. Consider moving the Housing Manager into the Planning and Development Department.
6. Plan to convert the Land Use Policy into a Land Use Bylaw consistent with the requirements of the new agreement with the Government of Canada, and federal regulations and policies affecting the Municipality.
7. Recruit an experienced development officer who would be able to begin receiving and processing development permit applications as of the transition date.
8. Recruit a skilled administrative assistant to provide support, and to ensure coordination of development permit and building permit applications, approvals, and inspections.

9. Establish an online development permit application process, complete with detailed flow charts illustrating the steps involved to ensure that all steps in the process are defined, understood, and executed with each approval.
10. Create standardized rules where possible to expedite the approval of routine development permits such as roofing, siding, decks, fences and sheds.
11. Create a new or updated fee schedule/bylaw with fees for services that ensures an effective and sustainable level of cost recovery.
12. Ensure effective handover of DP applications made before the transition date to the Municipality for permit issuance and monitoring.
13. Take steps to become accredited with the Safety Codes Council through the adoption of a Quality Management Plan.
14. Issue a Request for Proposals for an accredited agency to provide building permit plans examination and inspection services in partnership with the Municipality.
15. Continue to use the Jasper Community Sustainability Plan as the Municipality's principal land use plan.
16. Work with Parks Canada to update the Jasper Community Sustainability Plan by 2025.
17. Address the future status of the federal Zoning Regulations (to be replaced with the proposed Land Use Planning Regulations) and their application to the Municipality of Jasper within the negotiation process
18. Monitor the effectiveness and ease of administration of existing policies, e.g., the architectural guidelines, to determine if a review and update (in consultation with Parks Canada) is warranted.
19. Monitor workload; confirm the total amount of staff time required to receive and process development permit applications to ensure adequate staffing levels and appropriate fees.
20. Determine the need to hire a Planner to support the Development Officer and Senior Manager in the functioning of the department.

1.0 INTRODUCTION

The Municipality of Jasper has been in discussions with Parks Canada, which include the possibility of taking over land use planning and development functions from Parks Canada, along with the cessation of land lease payments to the Government of Canada. In principle, the funds that are freed up would be used to fund the services that are taken over, particularly the planning and development functions.

However, this has led to questions about structure, staffing, and finances, and whether a new department could be adequately funded.

The purpose of this study is to examine the feasibility of establishing a municipal planning and development department, along with options for structuring a new department to ensure effectiveness and efficiency. Financial and human resources issues will be addressed. Additionally, policy and regulatory priorities will be outlined, and addressed with recommendations.

2.0 BACKGROUND

2.1 Overview of the Municipality of Jasper

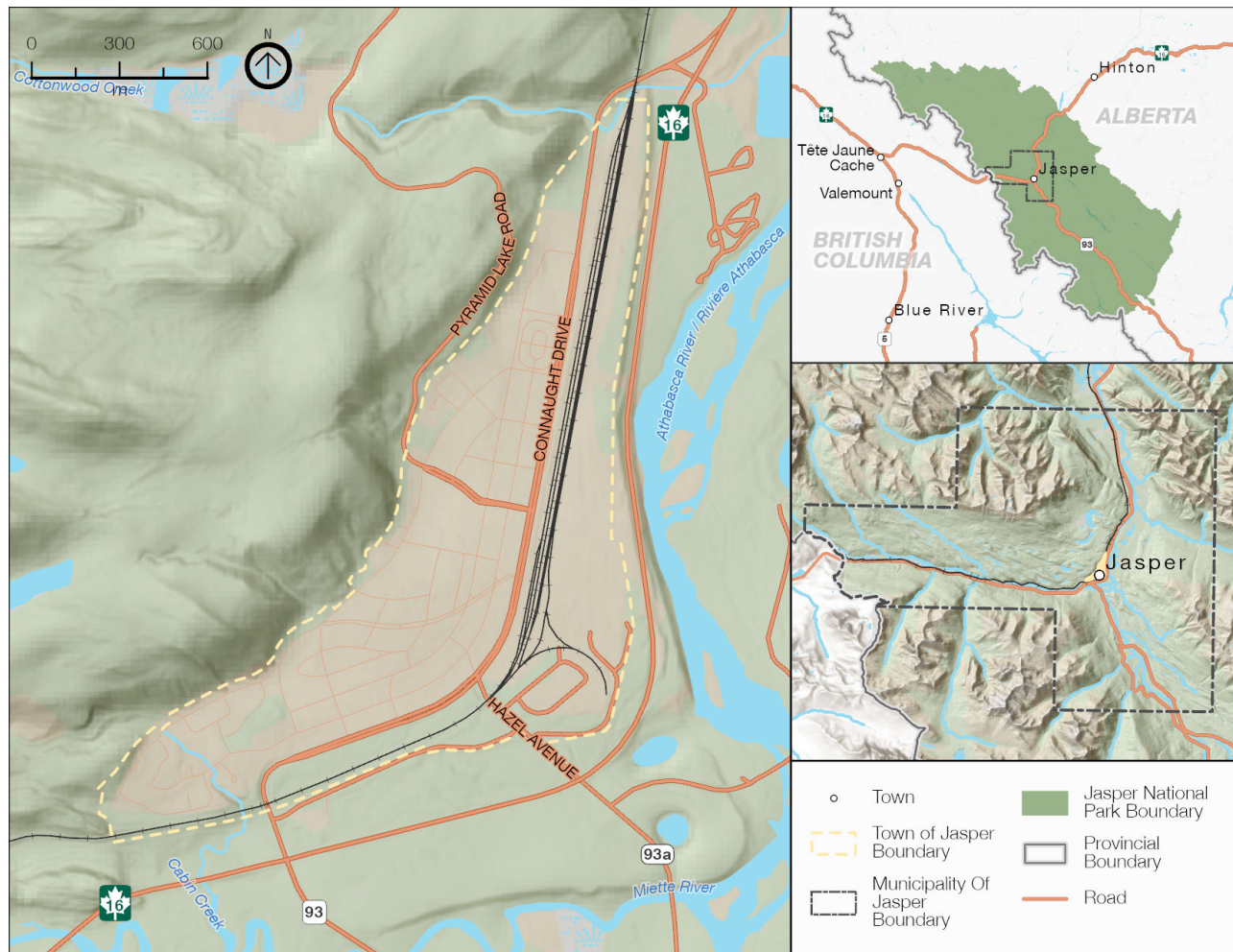
The Municipality of Jasper is located within Jasper National Park. The Municipality provides services to the “town” of Jasper and residents elsewhere within the Park. It is a “specialized municipality” pursuant to the Alberta Municipal Government Act.

Historically, Jasper National Park was known as Improvement District No. 12 within the Province of Alberta. In 1995 it was divided into two: the Jasper Improvement District (which later became the Municipality of Jasper), and Improvement District No. 12 being the remainder of Jasper National Park.

The Municipality was formed by an agreement between the nascent Municipality of Jasper and the Government of Canada, and a Provincial Order-in-Council approved in 2001. Virtually all local services are provided by the Municipality, except for “land use planning, development, annexation and the environment.” Parks Canada has retained control of these functions to date, supported by a local advisory committee.

For governance purposes there are two parts to the Municipality of Jasper: the “urban service area” which is the “Town of Jasper” area that was historically designated by the federal government, and the “rural service area” outside the town – see Map 1. Municipal responsibilities in the rural service area are limited to structural fire protection; ambulance service; culture and recreation, library, museum and community social services; and assessment, administration, and taxation relating to these functions.

Map 1 – Municipality of Jasper



2.2 Existing Municipality of Jasper Organizational Structure

The administration of the Municipality of Jasper is overseen by a Chief Administrative Officer supported by the following Directors:

- Operations & Utilities
- Community Development
- Finance & Administration
- Protective & Legislative Services

This brief review of the organizational structure is relevant as we consider how a new department might be incorporated.

This is a typical executive team for a community of this size. Operations & Utilities primarily looks after roads, water and wastewater treatment, and the distribution and collection systems. Community Development is focused on human services, including recreation, social services, and housing. Finance & Administration, equivalent to corporate services in many other municipalities, takes care of finance, IT, and other internal services. Protective & Legislative Services incorporates bylaw enforcement, fire protection, licensing, and legislative support (agendas, minutes, bylaws, policies, file management, etc.) for administration and Council.

3.0 STUDY OBJECTIVES AND SCOPE

This study is to deliver the following:

- A detailed assessment of what is likely to be involved in taking over planning and development functions for the area of the townsite within the Municipality from Parks Canada, particularly with respect to organizational change and budget implications.
- A detailed report suitable for sharing with Municipal Council.

This requires an in-depth understanding of planning and development and related functions, complemented by an understanding of the unique context of the Municipality as a community within a national park, a comparison with the Town of Banff, and comparisons with workloads and costs experienced by other municipalities. It will be essential to ensure that the client is provided with a good understanding of the opportunities and risks associated with this potential change, and is able to communicate these to the Municipal Council.

4.0 METHODOLOGY

The research component of this study included:

- Initial Consultations
 - Chief Administrative Officer
- Interviews
 - Council (Committee of the Whole)
 - Municipal staff interviews
 - Director of Operations & Utilities
 - Manager of Utilities
 - Manager of Licensing & Enforcement
 - Director of Finance
 - Director of Protective & Legislative Services
 - Parks Canada staff
 - Director of Planning, Town of Banff
- Research and Analysis

- Background Research – Legislation, Regulation, and Policy Frameworks
- Comparison with Other Municipalities
- A list of six municipalities was identified in the preparation of the proposal for this study, and confirmed with the CAO. These are:
 - Town of Banff
 - Town of Edson
 - Town of Canmore
 - Town of Ponoka
 - Town of Drumheller
 - Resort Municipality of Whistler

The Town of Banff is an obvious comparator as the only other municipality in a Canadian national park. Whistler is an example of a municipality based entirely on serving visitors – much like national park communities. The others were selected based on population size, location, and general function. Each of these has some level of tourism as part of their economic base.

5.0 FINDINGS

5.1 The Legislative Context

The Municipality is governed in accordance with the following statutes:

- Canada National Parks Act
- Impact Assessment Act (Canada)
- Municipal Government Act (with the exception of Part 17 Planning and Development)
- Land Titles Act (Alberta)
- Condominium Property Act (Alberta).

The following regulations affect the Municipality:

- Jasper Zoning Regulations (under the Canada National Parks Act)
- National Parks of Canada Lease and License of Occupation Regulations.

5.1.1 Canada National Parks Act

The Canada National Parks Act, passed in 1930, had its origins in the Rocky Mountains Park Act of 1887 and the Dominion Forest Reserves and Parks Act of 1911. It was succeeded by the Canada National Parks Act which received royal assent in 2000.

(https://en.wikipedia.org/wiki/Canada_National_Parks_Act, accessed August 4, 2022)

Section 4(1) of the Canada National Parks Act states: *“The national parks of Canada are hereby dedicated to the people of Canada for their benefit, education and enjoyment, subject to this*

Act and the regulations, and the parks shall be maintained and made use of so as to leave them unimpaired for the enjoyment of future generations.”

This is a broad statement of principle. The national parks are set aside for the benefit, education and enjoyment of the people of Canada. Communities like Jasper therefore exist to serve these purposes by accommodating visitors and enhancing their experiences. Further, these activities are to be managed in way that ensures that national parks can be equally enjoyed by future generations. Sustainability is inherent in this language.

Sections 8 through 12 go on to describe how this is to be done. In particular, Section 9 states that *“Powers in relation to land use planning and development in park communities may not be exercised by a local government body, except as provided in the agreement referred to in section 35.”*

The Act references park communities in Sections 33 and 34. These communities appear to have been designated historically, and their boundaries are effectively established through the preparation of community plans and/or zoning by-laws prepared in accordance with Section 34.

Schedule 4 specifies maximum floor areas for developments in each park community regardless of whether it has been incorporated as a municipality, and thereby identifies them – Field, Banff, Lake Louise, Waterton, Jasper, Waskesiu, and, Wasagaming. These limits are of particular significance to community planning and land use controls.

5.1.2 Impact Assessment Act (Canada)

This is a relatively new piece of legislation that replaced the Canadian Environmental Assessment Act. It is relevant to a discussion of land use regulation in Jasper because all development within national parks must be evaluated for environmental impacts. This is distinct from virtually all other Alberta municipalities where a formal environmental assessment process is not required.

These requirements will continue to apply even if the Municipality assumes control of the development permit process. Parks Canada staff will continue to review site specific impact assessments. There are different “pathways” through the process depending on individual site circumstances; however, there is a standard assessment questionnaire that applies to most “disturbed”, that is, previously developed, sites. However, applicants are likely to require some guidance through this process and municipal staff would need to become familiar with it.

Development on “undisturbed” sites is likely to require a full IA with a customized methodology. An environmental consultant would likely be needed to complete a full impact assessment.

5.1.3 Municipal Government Act (Alberta)

The MGA already applies to the Municipality, except for Part 17 (Planning and Development). This exception is likely to continue even if the Municipality assumes responsibility for planning and development because federal statute and regulations will continue to apply. The MGA will only apply where it is specifically referenced. The Municipality's agreement with the Government of Canada/Parks Canada is the enabling document for local land use regulation, consistent with Section 35 of the Canada National Parks Act. The general approach to planning and regulation in Alberta is likely to be used as it is in Banff, but there will be key differences in authority, processes, and structures.

5.1.4 Land Titles Act (Alberta)

There is no fee simple land tenure within the national park. All land is leased from the Crown. However, the Land Titles Act provides for the registration of leasehold interests on title where the term of the lease is more than three years (<http://www.servicealberta.ca/pdf/ltmanual/lea-1.pdf>). Separate certificates of title for such leasehold estates can be created, and leasehold estates can be subdivided (and mortgaged). Any approved subdivisions within the Municipality would require a parallel approval of lease changes by Parks Canada, which are subsequently registered.

5.1.5 Condominium Property Act (Alberta)

Leasehold estates can also be subdivided under a condominium plan. This is likely to become increasingly common to support the creation of more housing units without expanding the area of developed land.

5.1.6 Jasper Zoning Regulations (Canada National Parks Act)

The federal Zoning Regulations for Jasper dates to 1968. While they continue in effect, they have been effectively replaced with the Land Use Policy which appears to build on the Zoning Regulations and provides a framework for their implementation. A new umbrella regulation is being developed and is expected to be complete in 2023.

5.1.7 National Parks of Canada Lease and License of Occupation Regulations

These regulations deal with the creation and granting of leasehold interests in land within national parks. Fee simple ownership does not exist within national parks, but leasehold interests may be bought, sold, subdivided and registered in accordance with federal and provincial law.

5.2 Existing Plans and Policies

This section of the report discusses the following list of plans and policies that guide local decision-making:

- Jasper Park Management Plan
- Jasper Community Sustainability Plan
- Architectural Motif Guidelines for the Town of Jasper
- Land Use Policy

5.2.1 Jasper Park Management Plan

The current version of the Jasper Park Management Plan was approved in 2022. To quote the plan document itself, “The plan provides strategic direction for Jasper National Park, building on the foundation of previous management plans . . . (and) identifies a future direction for park management” (p. 5).

Maintaining or restoring ecological integrity is the first priority in park management (p. 5). Managing and adapting to the impacts of climate change are a related challenge, with resiliency as a guiding principle.

Six key strategies have been created under the following headings:

1. Conserving Natural and Cultural Heritage for Future Generations;
2. 2. True-to-Place Experiences;
3. 3. Strengthening Indigenous Relations;
4. 4. Connect, Collaborate and Learn Together;
5. 5. Managing Development; and
6. 6. Climate Change and Adaptation.

In particular, 1, 2, 5 and 6 are relevant to the Municipal administration and need to be considered when establishing the planning and development function.

Section 7.1 of the Plan is significant as it deals specifically with the Community of Jasper, and it is included below:

7.1 Community of Jasper

Nestled near the confluence of the Athabasca, Miette and Maligne rivers, the community of Jasper is a small, friendly town set in the natural splendour of Jasper National Park. Jasperites, as residents and regular users of the park, are important stewards of its natural and cultural heritage. Parks Canada’s authority over land use planning and development matters for the community of Jasper is set out in the Canada National Parks Act and other applicable regulations and policies. The Canada National Parks Act designates Jasper as a park community and contains several important provisions in relation to the community’s future development:

- The townsite boundary is fixed;

- The amount of commercial floor area is capped at 118,222 square metres; and
- The size and configuration of the area zoned for commercial development is set.

The Town of Jasper Zoning Regulations (1968), which are currently under review, and the draft Town of Jasper Land Use Policy (2005) contain zoning provisions as well as permitting and process requirements. The Jasper Community Sustainability Plan (2011), prepared jointly by the Municipality of Jasper and Parks Canada, provides a vision for the community and policy direction for achieving that vision. All residents of Jasper must meet the eligible residency requirements under the National Parks of Canada Lease and Licence of Occupation Regulations. With the majority of park visitors spending time in the townsite and surrounding area, there are excellent opportunities to reach them with park messages and engaging programming, and to showcase a community that embraces park stewardship and environmental sustainability. However, care is required to ensure that the community and its guests do not have a negative effect on the park's ecological and cultural resources. The direction outlined in this management area strategy will ensure that the community vision is achieved, while continuing to welcome park visitors, sustain the community's quality of life and enhance the role of the community as a platform from which visitors experience and learn about the park and contribute to its stewardship.

Objective 7.1.1: The Municipality of Jasper and Parks Canada collaborate on issues of mutual importance and share information regularly about individual areas of responsibility.

Targets

- The effects of visitation on the community are better understood and a plan is developed collaboratively to manage visitation growth and visitor events and activities staged from the townsite.
- Environmental sustainability measures are developed, promoted and implemented through collaboration between Parks Canada and the Municipality of Jasper.
- Parks Canada and the Municipality of Jasper collaborate on emergency preparedness for the townsite.
- Fire Smart program activities in and adjacent to the townsite continue to be carried out collaboratively.
- Parks Canada and the Municipality of Jasper continue to monitor storm water quality and adopt best practices to improve storm water management, where feasible.
- Parks Canada and the Municipality of Jasper collaborate on improving the transportation of visitors to and within the community using public transit and active transportation solutions when possible.

Objective 7.1.2: Decisions about development, operation and management of the community are guided by the approved community plan for Jasper, which must be consistent with this park management plan and other applicable policies and legislation.

Targets

- The Jasper Community Sustainability Plan is reviewed and updated by 2025.
- The local policy framework for townsite land-use zoning is reviewed and updated.
- The development of new land use planning regulations and policies to modernize Parks Canada's planning permit process is supported.

Objective 7.1.3: New affordable housing is developed that is suitable for all stages of life and takes into account Jasper's socio-economic characteristics.

Targets

- Parks Canada and the Jasper Community Housing Corporation collaborate to release residential reserve lands to the Municipality of Jasper for affordable housing projects.
- All new commercial developments in the Jasper townsite provide staff accommodation units as specified in applicable land use policies and regulations. In consultation with the Municipality of Jasper, reduced parking may be considered where active transportation options are available.
- A long-term housing strategy continues to be implemented to address the housing shortage for Parks Canada staff.

Objective 7.1.4: New community development and redevelopment projects respect the existing townsite boundary and limits to development, preserve Jasper’s small mountain community and distinctive built heritage, contribute to environmental sustainability and provide for local participation.

Targets

- Residents are involved in community planning initiatives.
- There is transparency and openness in the development review process.
- Parks Canada works with lessees to resolve non-conforming uses.

Objective 7.1.5: Residents, community organizations and businesses are stewards who protect the park environment at work and at home.

Targets

- Parks Canada community outreach programs include Jasper residents and local tourism businesses as target markets.
- In consultation with the Municipality of Jasper, Parks Canada encourages and facilitates the removal of wildlife attractants from residential and commercial properties, the elimination of places of refuge for wildlife created by fencing or other means, and promotes and enforces the management of domestic animals to minimize their effects on wildlife.
- New lighting meets dark-sky guidelines, and residents and businesses are encouraged to replace existing lighting that is not dark-sky compliant.
- Residents and businesses are aware of and act to limit the spread of invasive species, and work to protect species at risk in construction projects and other activities.
- As active users of the trail network surrounding the community, Jasper residents are partners in addressing and preventing damage caused by unofficial trails.

Section 7 of the Park Management Plan is clear about the expectations for managing land use within the community of Jasper. Transparency, community participation, caring for the park environment, and affordable housing are important. These provisions can be expected to continue to be emphasized by Parks Canada.

5.2.2 Jasper Community Sustainability Plan

The Jasper Community Sustainability Plan, dated September 2011, is a Parks Canada-approved document that *“describes the community’s vision for a sustainable future and proposes goals, objectives, targets and strategies to achieve that vision. The Plan is structured around the five pillars of sustainability: society, culture, economy, environment, and government.” This plan affects the “Town of Jasper” area, and not the rural service area outside this designated area of 245 hectares.*

This plan is effectively Jasper's Municipal Development Plan (MDP). It sets out detailed land use districts as well, much like an Official Community Plan in British Columbia or an Official Plan in Ontario.

The following quotation comes from the Preface to the Plan:

The concepts that were consistently woven through the Plan's development are reflected to a high degree in the community's Vision Statement, as well as the more detailed Goals, Strategies and Actions that flow from the Vision Statement. These overarching concepts include:

- 1. That Jasper should be a green community exhibiting best practices in the stewardship of ecological resources;*
- 2. That Jasper is and will remain a tourism-based community focused on delivering high-quality visitor experiences;*
- 3. That Jasper residents value a high quality of life and a high standard of social connectedness;*
- 4. That Jasper has a distinctive and rich mountain-town culture shaped by multiple layers of history; and*
- 5. That Jasper residents value responsible and accountable systems of governance to ensure the effective functioning of their community.*

These concepts appear consistent with the Canada National Parks Act. In a nuanced way, they include a recognition that while the community exists to serve the needs of visitors, it is home to the residents of the community and they are part of its character and heritage.

The discussion on demographics is insightful. Growth is constrained and population growth is projected to be very modest. However, there is an ongoing need for housing suitable for local residents and the employees of the local businesses that serve visitors. The long term need is for 200+ new units per year up to 2040, the planning horizon, which is expected to fit within the existing designated community boundary. Growth beyond this boundary would need to be related to the community's role in serving visitors, which will be affected by Parks Canada priorities in ensuring a sustainable level of visitor traffic.

The Municipality has a significant role to play in the provision of housing. The Plan clearly states that it is not simply about ensuring an adequate supply of land. It is necessary for the Municipality to work with developers, businesses and the community to ensure that suitable types of housing are available for all those with a need to live in the Municipality.

Section 2 of the Plan sets out strategies that focus on quality of life, natural and cultural heritage, community identity, and a range of other factors that are all related to planning in some way.

Section 3 is a Land Use Plan that provides a growth management strategy with detailed targets and policies for achieving them. The urban service area boundary is a firm boundary, and appears to be considered fixed until at least 2040. Infill, redevelopment and intensification are key policy objectives to meet housing needs while not physically enlarging the community. Regulated limits to commercial floor area are an integral component of this policy framework.

The Community Sustainability Plan includes the land use districts map from the Land Use Policy.

5.2.3 Architectural Motif Guidelines for the Town of Jasper

This document was prepared for Parks Canada in 1993. While it is nearly 30 years old, it is still in use and is the primary guide for urban design within the Town and is referenced in the Community Sustainability Plan.

It replaced arbitrary design standards that were enforced by Parks Canada staff, who have always maintained a hands-on posture with respect to development. These Guidelines were prepared by architects who sought to classify the distinct elements of the Rocky Mountain architecture present within Jasper (and numerous other national parks in the Rockies).

It appears that the guidelines are still relevant. However, in time Municipal staff will gain experience and understanding of how they apply, and will be able to evaluate their effectiveness relative to the park management plan and the community plan. The need for a review and update may become apparent.

In the meantime, this document is of key importance. It is the reason that development permits are required for almost any exterior alteration to a property, including new shingles, doors and windows for existing buildings.

5.2.4 Land Use Policy

The existing Jasper Land Use Policy is used to manage land use within the Municipality. It is structured much like a typical Land Use Bylaw, except that it has no administration section.

It appears to build on the Zoning Regulations. It also authorizes the superintendent to issue building permits as well as development permits.

With the assumption of responsibility for planning and development, the Municipality would need to convert this policy into a bylaw. The exact process would need to be defined in the agreement between the Municipality and Canada. While the Municipal Government Act sets out requirements for creating and passing bylaws, Part 17 of the MGA would not apply unless specifically referenced in the agreement. This is a significant transitional step.

5.2.5 Municipality of Jasper Strategic Plan

The Jasper Strategic Plan was updated in early 2022. It includes the following key goals:

Community Health – fostering a healthy community

Relationships – includes communication and engagement with residents and collaboration

Housing – a significant priority for the Municipality

Environment – environmental lens, disaster prevention and mitigation, active transportation, unique opportunities and responsibilities

Advocacy – advancing the interests of the community; pursuing Resort Municipality status

Since all decision-making should consider the Strategic Plan, we need to consider how a Planning & Development Department might help advance these strategic priorities.

It is reasonable to expect that planning staff would have some expertise in and the ability to advance each of these key goals. All of these are supported by the Community Sustainability Plan in some way; the key difference is that Council has identified these as strategic goals to be turned into specific actions.

Land use planning can influence community health with urban forms that encourage regular physical activity. Communication and engagement with residents is a normal part of planning work. Planners can influence and support the provision of housing suitable to the needs of the community. The formation of the Jasper Community Housing Corporation, servicing of land, and pursuing grant funding for construction are important steps in pursuing this strategic goal, and responsibility for this corporation could readily be placed within Planning and Development. Development approvals should always use an environmental lens – with respect to both natural and built (cultural) environments. Finally, planners have broad skill sets which should be utilized in discussions about community interests and the idea of establishing Jasper as a resort community.

For these reasons, a central role in implementing municipal policy and strong representation within the Senior Management Team are recommended. Proceeding to assume responsibility for planning and development would better serve the interests of the Municipality.

6.0 INTERVIEW SUMMARIES

6.1 Discussion with Municipal Council

At the Committee of the Whole meeting on August 9, 2022, Council identified the following concerns of particular relevance to this study:

1. The timing of the transition to municipal development services (this was confirmed as 2023);
2. The need to address streamlining of development approvals to improve the level of service;
3. Questions about costs, expertise, and what functions – transfer of the whole slate or just some aspects - that the Municipality would take over from Parks Canada;

4. Advice on how existing municipal and Parks Canada responsibilities should be handled;
5. Timeline – initial information to inform the preparation of the 2023 budget in September; a report will be available for Council prior to year-end.

6.2 Municipal Staff Interviews

A number of municipal staff members were interviewed. They exhibited an enthusiasm for their roles and willingly offered a range of constructive comments. What follows is a summary of key observations that are significant to the outcome of this study.

6.2.1 Service Levels

Both Council members and staff have identified concerns with the present level of service. The time required to obtain necessary permits, and inconsistency in the administration of the rules, are particular concerns. While the cause of the issues is unknown, the following factors will help to address them:

- Clear and readily understood rules, processes, and expectations
- Skilled and experienced development staff
- Achievable performance targets.

The community needs clarity, predictability, prompt service and fairness. This is a good standard for any local government service.

6.2.2 Coordination Between Development Approvals and Utilities

An important aspect of development control in any municipality is the coordination of municipal servicing. It is essential to carefully plan for water, sanitary, and in most cases, stormwater connections. (Electrical, natural gas, and telecommunications connections are also important, but these are shallow (or overhead) services that can be generally installed with little difficulty. Deep services involve significant excavation and costs.)

Municipal staff expressed concerns about a lack of consultation prior to development approvals, giving rise to issues when servicing connections are required. In one case there were municipal concerns about the capacity of a sewer main, which resulted in the need for wastewater modelling by a developer's engineer – after the development approval was granted.

Effective coordination, and ideally, a system of pre-consultation involving affected municipal departments is required. Development proponents need good information when designing their projects, so that costs and time requirements are understood. Affected departments need to be notified, and regular internal development meetings (including development, utilities, fire, and other affected departments) are advisable so that information is shared.

Significant challenges result when development approvals are granted, but servicing challenges have not been addressed.

Municipal operations staff also observed that Parks Canada has not done infrastructure planning in the manner that a municipality would. They are development-focused, and from the perspective of Operations, they emphasize aesthetics over functional needs.

At the municipal level, infrastructure planning has been proceeding. The new water and sanitary models are an excellent step in understanding the constraints and opportunities of the existing systems.

Parks Canada focuses on design – which is desirable – but does not have the same level of understanding of utilities as municipal staff. This needs to be coordinated effectively, and more local autonomy would be a benefit.

The observation was made that while Parks Canada handles development agreements, they are already downloading work, with easements and encroachments for utilities being handled by Operations staff. The suggestion was that these should be coordinated by Development staff as part of the development approval process. Also, off-site levy administration is being handled by Finance, while development staff would be better equipped to administer this.

A lack of municipal engineering/development standards has also been identified as a concern. These are standards for installing underground services, building roads and sidewalks, and installing streetlights and signage. Consulting engineers will generally default to using Edmonton or Calgary's standards, which may be excessive or not appropriate to Jasper's unique context. Planning and development staff often get involved in addressing these needs alongside Operations staff.

6.2.3 Bylaw Enforcement and Licensing

The Municipality currently employs one Community Peace Officer and two Municipal Bylaw Enforcement Officers. The two bylaw officers are in training and are expected to be appointed as CPOs. There is also a Municipal Compliance Officer that primarily deals with downtown issues including parking.

This group also deals with business licensing and a range of other permitting for streets and public spaces, including road closures, sidewalk seating, filming, and special events.

The Municipality also provides animal control services and operates a kennel.

These functions are likely to benefit from the availability of in-house expertise if planning and development staff are hired.

6.2.4 The Federal Interest in Land Use Planning

This matter came up in discussions with both municipal staff and with Parks Canada representatives. The Canada National Parks Act, the Park Management Plan, and federal regulation will continue to be relevant. It will be necessary to clearly define the federal interest, while allowing for local latitude in the creation and administration of a land use bylaw. The federal interest is already defined in plans and policies; however, as these documents are updated and a new land use bylaw is developed, there will need to be open discussions about what Parks Canada defines as essential, and where matters are primarily of municipal concern.

6.2.5 A Need for Qualified Staff

The municipal team sees significant benefits in establishing a planning and development department. More effective coordination, new resources to help support the work of other departments, and a higher level of service to the public were mentioned. At the same time, they are realistic and clear-sighted, noting that the transition will need to be planned and managed carefully, be accompanied by realistic expectations and clearly defined roles and responsibilities. Qualified, experienced staff will be needed.

Based on the comments, they would benefit from staff who are knowledgeable and experienced, who bring a solid understanding of infrastructure issues and coordination of the development process. Accountability and consistency are key concerns. One staff member noted that it would be beneficial to be supported in decision-making by local elected officials rather than federal bureaucrats. This is quite understandable; it is easier for municipal staff who are responding to concerns from the public to explain the policy or bylaw decisions of council than the directives of unelected bureaucrats.

6.2.6 Other Observations by Municipal Staff:

- The existing Planning & Development Board would still be needed for areas outside of the Municipality. The negotiation process needs to address this along with the continuing federal interest in planning;
- Improvement District No. 12 is still a partner with respect to grant funding, fire protection and certain operations functions;
- The municipal budget is modest; a 1% tax increase realizes approximately \$90,000 in revenue; commercial tax revenue is important;
- The lease amount that would stay with the Municipality is \$750,000 per annum, but the transfer station and maintenance of the Cabin Creek Dam need to be funded out of this as well;
- Physical office space is a concern; where can we put new staff?;
- Building and Fire inspections – the current Parks Canada process was described as cumbersome; in-house building permit administration would be a benefit;

- Handling of development securities and compliance deposits would be an added task, but Finance would be able to support these;
- A development appeal process would need to be established; there is a regional subdivision and development appeal board (SDAB) with Hinton, Edson and Yellowhead County – could Jasper join this group to simplify administration?;
- Parks Canada issues permits for municipal capital projects; clarity and predictability are important for these as well as private developments;
- What is the best approach for managing the Jasper Community Housing Corporation? Who should the manager report to?
- What would the transition look like?

6.3 Parks Canada Staff

Key Parks Canada staff were interviewed as part of the research for this report – a local manager and senior advisor.

They were quick to clarify that the transfer of responsibility for planning and development is not likely to result in job losses at Parks Canada, and this should not be a concern for the Municipality. This change will not eliminate the planning function at Parks Canada, but change the focus.

Parks Canada staff will continue to represent the Parks Canada/federal interest vs. the local interest. Parks Canada will still be involved in planning, but generally at a higher level. In addition to the Park Management Plan, the Community Sustainability Plan and land use regulation will still require Parks involvement.

The following is a summary of the discussion, with key facts:

- The senior advisor spends about 60% of his time on municipal matters, split between policy and permits; he spends a good deal of time on larger projects – hotels, multiple residential – which are more complex.
- There are two development officers on staff, one dedicated to town matters, and the other spending about 80% of time on town matters.
- These staff members are supported by an administrative staff member, who spends about 60% of time on development matters.
- A student intern is often hired to provide additional support.
- A compliance officer spends about 50% of time on development matters.

The current planning and development staff complement is about 3.5 full-time equivalents (FTEs) plus support from the manager.

6.3.1 Permit Volumes

Parks Canada staff advised that in-town development permits seem to average about 135 per year, including about 5 sign permits. Fifty per cent of these go on to a building permit, which is unusually low by normal municipal standards, but the regulatory framework requires development permits for decks, fences, siding, and roofing – improvements that typically don't require a building permit except for decks more than 600 mm above grade. The key reason for this is the need to ensure conformity to architectural controls (the Architectural Motif Guidelines) as a key distinction from other municipalities. This also increases the complexity of most development approvals as development officers need to develop expertise in applying the guidelines.

6.3.2 Subdivision Approvals

Subdivisions do not involve the division of freehold land holdings. Tenure is entirely leasehold (and registered as such under the Alberta Land Titles Act). Subdivisions are actually a process splitting leaseholds. The creation of new single detached leaseholds happens once every three years or so, but subdivisions for larger properties are more common.

Condominium approvals occur more frequently. These are typically contingent on maintaining a specified number of rental units.

6.3.3 Building Permits

Proponents are directed to one of two agencies accredited by the Alberta Safety Codes Council for building permit services. Building permit fees are payable to Parks Canada, and building permits are issued by Parks Canada after approved plans are received from an accredited agency. However, Parks Canada is not formally accredited under the Alberta Safety Codes Act the way a municipality would be.

Accredited agencies are required to have business licenses from the Municipality and from Parks Canada when operating outside the Municipality.

6.3.4 Federal Requirements

Federal regulations are being updated, with a new set of regulations tentatively entitled "Land Use Management Regulations". The old 1968 zoning regulations are expected to be eliminated. Development and consultations have been underway for a number of years; the new umbrella regulation can be expected in 2023. The new regulation can also be expected to address housing issues, possibly with the addition of rules permitting accessory dwelling units.

Schedule 4 of the current federal regulations that establishes the municipal boundary and commercial districts is not expected to change and will continue to guide local planning.

The Jasper Motif Architectural Guidelines document, which requires adherence to a mountain architecture theme and seeks to ensure a consistent visitor experience, will continue to be a part of the policy framework, with conformity expected.

The new Impact Assessment Act (IAA) applies. There is a standard IAA assessment document with a methodology that applies to 99% of developments. A small number will require customized assessment methodologies, and will mainly be sites that are undisturbed.

Parks Canada staff emphasized the following federal government priorities:

- Commercial floor space cap – a matter of federal government interest;
- Architectural motif – very important to Parks Canada; this won't go away and there is a need for municipal staff with design understanding;
- A need to remember the interests of the entire community;
- The importance of remembering the role of the community within the national park.

Parks Canada staff have emphasized their interest in ensuring a successful and effective transition.

6.4 Town of Banff – Director of Planning

The Town of Banff is the obvious comparison municipality for purposes of this study, as it is the only other incorporated municipality within a national park in Canada. A key difference – Banff has had responsibility for planning and development matters since its formation in 1990.

Banff's Director of Planning gave generously of his time for this study.

The following is a summary of the relevant facts about planning in Banff:

- The Planning Department has existing staff resources of approximately 8 FTEs - 3 for development and building, 2.3 for long range planning, 1.3 for business licensing, 0.3 for heritage planning;
- Other services are obtained on an ad hoc basis from planning and engineering consultants; Banff has no standing offer agreements with consultants;
- Banff issues approximately 90 development permits each year;
- Banff has entered into a Quality Management Plan (QMP) with the Safety Codes Council and has contracted with an accredited building inspector (an individual) to provide plans examination and inspection services - town staff receive applications and coordinate inspections.

Parks Canada design guidelines are implemented through the development permit process. However, in the Town's experience the community has higher expectations than Parks Canada.

Administration of these guidelines is now fairly independent. It was noted that interpretation of these guidelines is subject to change over time. This looks inconsistent to applicants; but there are other factors that affect interpretation, such as wildfire standards mandating more flame-resistant materials, which has led to certain non-natural building materials being accepted.

Banff issues building permits and enjoys significant revenues. However, this is a highly variable source of revenue that can vary by hundreds of thousands of dollars each year. Banff has chosen to use a stabilization reserve to balance out these swings. Specialized projects are outsourced. Recent examples include a heritage master plan, public art installations, environmental studies, and capital projects.

It is clear that Parks Canada has stayed engaged in planning issues in Banff. In some cases they seem to get involved in details rather than focusing on the broad policy strokes. Also, Banff notes that the federal commercial floor space limits are based on inventory work done in the 1970s – and these calculations were not necessarily done in a consistent manner, with basements being counted in some cases and not in others. This creates uncertainty and delay in approvals.

The Land Use Bylaw and amendments are subject to Parks Canada approval, which is delegated to the Field Superintendent. Timelines are highly variable depending on the issues or concerns identified.

Subdivisions involve a dual process, with the Town approving the “lines on the ground” and Parks Canada approving the lease changes.

Banff has a Municipal Planning Commission and a Development Appeal Board (note that subdivision decisions are not appealable), as specified in their agreement with Canada. Representation on these bodies is as shown in the following table.

Table 1: Banff MPC and DAB Composition

| | Municipal Planning Commission | Development Appeal Board |
|----------------------------|--------------------------------------|---------------------------------|
| <i>Council</i> | 2 | 2 |
| <i>Parks Canada</i> | 1 | 2 |
| <i>Public</i> | 5 | 5 |

Banff has expressed a clear willingness to help by meeting and discussing these matters further if desired.

6.5 Financial Comparisons

6.5.1 Background

Financial, staffing, and development permit data was collected from the comparison municipalities and is shown in Table 1. This table was assembled through the review of online budget and planning documents, financial statements, and consultation with municipal staff.

This took time and effort to collect and assemble due to differences in reporting financial data, and precise comparisons are difficult. The intent is to provide a representative picture that can be used to identify typical practices and normal revenues and costs.

All but one of these municipalities is involved in the issuance of building permits, and this data is typically reported with development permit and planning application revenues.

Table 2: Municipal Comparison Data

| <i>Municipality</i> | <i>Pop'n 2021</i> | <i>Plg & Dvlpt Expenses 2021</i> | <i>Number of FTEs</i> | <i>Total Pay</i> | <i>Contract Services</i> | <i>Dvlpt & Bldg Revenue</i> | <i>Dvlpt Permit Volume</i> | <i>Net Cost</i> | <i>Approx. Net Cost Per Capita</i> |
|----------------------------|------------------------------|---|----------------------------------|-------------------------|-------------------------------------|--|---|------------------------|---|
| Ponoka | 7326 | \$463,967 | 2 | \$211,894 | \$250,126 | \$200,000 | 77 | \$263,967 | \$36.03 |
| Drumheller | 7945 | \$831,337 | 3 | \$239,429 | \$400,831 | \$87,177 | 70 | \$744,160 | \$93.66 |
| Edson | 8166 | \$405,213 | 2.5 | \$241,088 | \$100,046 | \$33,065 | 28 | \$372,148 | \$45.57 |
| Banff | 8905 | \$793,947 | 6.3 | \$632,817 | \$132,730 | \$689,400 | 90 | \$104,547 | \$11.74 |
| Whistler | 13982 | \$2,319,374 | 17 | \$1,524,167 | \$23,344 | \$2,141,391 | 72 | \$177,983 | \$12.73 |
| Canmore | 15990 | \$1,325,546 | 9 | \$1,120,876 | \$170,000 | \$966,368 | 213 | \$359,178 | \$22.46 |

Notes:

Values are derived from Financial Statements, publicly available budget documents, and consultation with municipalities. They are intended to depict typical expenses related to Planning, Development and Building Services. Because of differences in reporting, this table does not provide precise comparisons. Additionally, it represents a snapshot in time; 2021 was a busy, high-revenue year in many municipalities.

Tax funding amount will not equal revenues less remuneration and contract services; internal charges between departments and certain operating costs such as stationery are examples of additional expenses.

Ponoka and Drumheller receive planning services, including subdivision processing, from regional planning agencies. Drumheller contract services appear to include partial funding of major projects (new MDP, LUB) in 2021.

Building Permit revenues are highly volatile; Banff and Whistler both had unusual years in 2021; Banff may only realize \$100,000 in Bldg Permit revenues in 2022; cost per capita may rise to \$80 or more.

6.5.2 Details

For a community of 5,000 to 10,000 people, the base staff complement for Planning and Development is typically about 3 people, which might include a development officer, safety codes assistant, and an administrative assistant. Local staff handle development permits and the issuance of building permits; most of Alberta towns contract with accredited agencies (private companies that employ qualified building inspectors) for plans examination and inspections.

Municipalities like Drumheller and Ponoka tend not to hire staff planners. They rely on regional planning agencies to handle subdivision approvals and rezonings, and to undertake major planning reports. For larger projects such as municipal development plan reviews they will also use private consulting firms.

Edson has 2.5 staff, but is not involved in the building permit process.

From this we can see that a team of 3, plus professional planners and an appropriately skilled manager or director can be expected to form a normal staff complement.

It is difficult to compare workload from one municipality to the next, but it is reasonable to conclude that one development officer can handle 50 to 100 development permits per year. Streamlining of processes, providing a high level of information to applicants via municipal websites, good administrative support, having experienced planners and managers on staff, and provision for online applications are among the factors that can enhance effectiveness and productivity.

The financial data varies significantly, and 2021 was a busy year in many communities, but the average cost per capita (excluding Whistler) is about \$42, ranging from \$11 up to \$93 per person (which appears to be higher than average for that municipality). For the Municipality of Jasper, this would be equivalent to a range of \$52,000 to \$440,000 after subtracting revenues from expenses. Given Jasper's context, the per capita level of tax support can be expected to be higher than average. Jasper's permanent population is relatively small, but visitor traffic greatly increases the number of people in the community, and the planning framework is easily as complex as a small city's.

The Resort Municipality of Whistler is an interesting case, but not directly comparable. Its population size and the scale of development are entirely different from Jasper and even Banff. Also, the number of development permits is not comparable. DPs in British Columbia are issued in CD (Comprehensive Development) zones, often for core area sites intended for a range of uses. CD zoning tends to be performance based, and is roughly analogous to Direct Control (DC) designations in Alberta. Also, Whistler enjoyed significant revenues exceeding expenses during the height of the pandemic, but the net cost of planning and development services in a typical year is probably in the range of \$60 to \$70 per capita.

6.6 Town of Banff - Observations

The Town of Banff, as a municipality in a national park, is the most obvious basis for comparison, and requires careful examination.

The Banff Incorporation Agreement is a significant precedent. While Parks Canada may wish to approach the arrangement with Jasper somewhat differently, with the benefit of more than thirty years of experience, Article 5 of that agreement is worth a careful review and is included as Appendix 1 to this report.

This agreement was written before the “new” Municipal Government Act of 1995, so there are numerous references to the obsolete Planning Act. However, this does not negate the intent of the agreement.

Article 5 requires the Town of Banff to appoint a Municipal Planning Commission, and designates the MPC as the subdivision approving authority. In addition, the Town is required to appoint a development appeal board (DAB). (Note that the DAB’s authority does not include review of subdivision applications, which are not appealable.)

Further, the agreement also requires the Town to adopt a municipal plan and a land use bylaw. However, statutory plans and land use bylaws (including any repeal or amendment) go into effect only upon approval of the federal minister or his delegate.

While the MPC has authority to approve subdivisions, there is a parallel step needed in the form of new or amended leases, which means that subdivisions cannot be implemented until the lease changes are approved. These leases and subdivisions would typically be registered in the Alberta Land Titles system as leasehold interests.

Banff’s experience is also instructive because the role of the department has grown over time. Community priorities regarding heritage and environment have resulted in new staff being hired, and these team members have been added to the planning department. Banff presently has 6 FTEs in the department, but tax support is in line with other communities.

As noted previously, Banff enjoys significant building permit revenues but this revenue source is volatile and the Town uses a stabilization reserve that is funded during busy years and drawn down during slower years. Banff is accredited with the Alberta Safety Codes Council, and chose to retain a solo freelance building inspector rather than hire one of the accredited firms. It appears that this arrangement has worked well for Banff, but it is something that might be hard to replicate given the relative shortage of qualified building inspectors.

7.0 ANALYSIS

7.1 Why Have a Planning Department?

When the Municipality was formed, a decision was made not to grant planning and development authority. This was distinct from the decision made in Banff a decade earlier, and reflects the importance of land use controls to Parks Canada.

The decision to have Parks Canada retain responsibility has created challenges. There are perceptions of slow responses, lack of coordination, limited understanding of infrastructure issues, and unpredictable and inconsistent decision making.

Parks Canada staff are accountable within a large federal bureaucracy. Despite the best of intentions, responsiveness is not going to be equal to that of municipal staff under the oversight of a local Council. There are strong reasons for land use planning to be in the hand of local governments. Land use controls, particularly at the site level, primarily reflect matters of local interest and priority.

The Government of Canada has an important interest, strongly articulated in the Canada National Parks Act, in what happens within our national parks. However, this interest can be effectively protected by creating clear policies within parks management plans and ensuring that community plans and land use bylaws are carefully drafted and approved through Parks Canada. This allows the creation of regulatory frameworks and local approval processes that both protect the federal interest and local interests, provide for a high level of service, and avoids senior government involvement in matters of purely local concern.

A planning and development department that works with other municipal departments and is accountable to the CAO and Council, and therefore to the community, would be a benefit to the community.

7.2 Roles and Responsibilities

Planning and development department responsibilities vary considerably from one municipality to another. However, these responsibilities generally include:

- Policy/long range planning
- Downtown revitalization
- Development permits
- Subdivision approvals and administration of agreements
- Processing of land use bylaw amendment applications
- Environmental planning
- Geographic Information Systems
- Development engineering
- Certificates of compliance

- Provision of land use information
- Building permit issuance and inspections
- Bylaw enforcement
- Business licensing
- Economic development.

7.2.1 The Role of Consulting Services vs. In-House Planners

It is typical for small to medium-sized municipalities to have a small core staff of employees within their planning departments. This group will include one or more development officers, and one or more planners supported by skilled administrative staff. Out of necessity, they will tend to be generalists, and primarily focused on day-to-day matters.

They will have some capacity to handle special projects, but larger and more complex assignments, especially those requiring specialized knowledge or resources, are normally contracted out to consulting firms. These consulting arrangements can take a number of forms, but are typically either standing offer agreements (SOAs) or project-specific contracts. An SOA is a contract for one year or more, entered into after receiving competitive proposals from a number of firms, to provide a range of consulting services in accordance with a schedule of fees. This typically does not preclude requesting specific pricing before authorizing the work, nor should it preclude going to the market for a particular project.

Geographic Information System (GIS) services are often outsourced unless in-house staff have the knowledge and skills to maintain them.

The key benefits of such an organizational structure include:

- Responsive service on matters directly involving the public;
- Knowledgeable in-house staff that can readily provide advice to administration and Council;
- Staff that can develop relationships with the community, which is particularly beneficial for public engagement;
- Effective identification and management of larger projects that are contracted out to consultants;
- A smaller staff team that limits the obligations of the Municipality as an employer of permanent staff, along with the ability to identify and hire specialized consultants for particular tasks and projects.

Cost-effectiveness requires a balance. Where there are full-time needs, hiring staff will provide the best value. However, consultants can be more cost-effective for short term assignments and specific projects. While hourly rates are considerably higher, there are no payroll taxes,

vacation and sick time, benefits, training and other costs, and there is no obligation apart from the contract.

7.3 Organizational Structure and Reporting Relationships

The development function is operational, but the planning side bridges the gap. It is both strategic and operational; planners need to be able to both develop and implement policy.

The placement of the planning staff within the organization is an important question. This team could be made accountable to an existing director. This gives rise to the question, should the leader of the Planning Department have a seat at the senior management table? While a nimble and responsive senior team is helpful and adding people to it doesn't always help the CAO, factors that weigh in favour include the fact that skilled planners are big picture thinkers; their work touches on virtually all aspects of municipal responsibility. Land use, bylaw enforcement, utilities, roads, environmental protection, sustainability, heritage (natural and built), recreation, parks, community identity, economic and tourism development, and even community development, housing, and social planning can be influenced by or come under the umbrella of planning in some way. And much of the current Municipal Strategic Plan will benefit from the involvement of the Planning team.

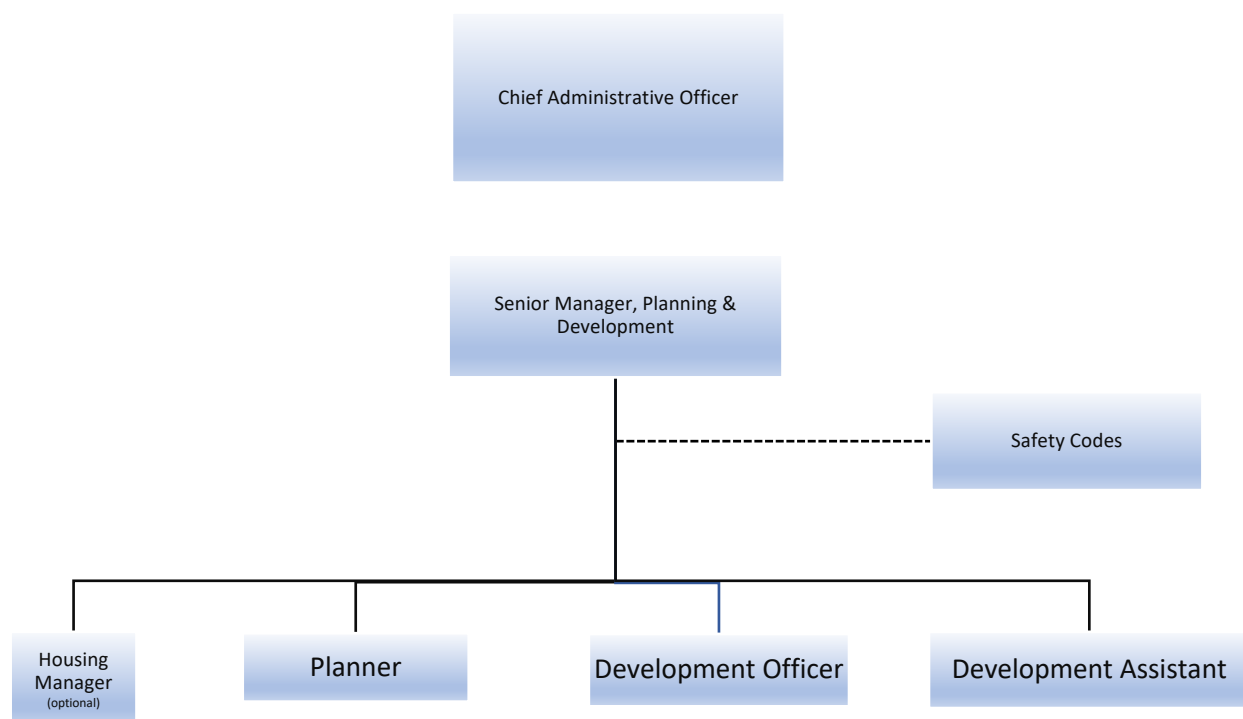
Based on the foregoing and the comparative analysis, the following department structure is recommended to address the needs of managing development and related priorities:

- Senior Manager, reporting to the CAO and forming part of the senior management team;
- Development Officer reporting to the Senior Manager;
- Administrative Assistant to support the development and building permitting functions, and the Senior Manager;
- A Planner reporting to the Senior Manager, should this be justified by workload in the future;
- Other staff hired to fulfill organizational mandates that fit within the scope of the department.

This group might be complemented with the Housing Manager, should the CAO deem this appropriate for the organization.

This staff complement, if well-qualified and experienced, should be able to manage development activity while adding value to other municipal functions.

Figure 1: Proposed Planning and Development Organization Chart



7.3.1 Recruitment

Municipal staff have correctly identified the need for skilled and experienced staff for Planning and Development. A need for a realistic approach that manages expectations and ensures sufficient orientation before the transition from Parks Canada to the Municipality, has been emphasized.

The Senior Manager needs extensive planning knowledge and experience, combined with management and leadership skills to set up a new department and set the tone for decades into the future. This person must be a builder who thrives on positive change; someone who can create something new while adhering closely to the values and mission of the municipal corporation. This person should come with a clear vision of what needs to be executed over a two-to-five-year period; the first manager is likely to be someone who moves on in a few years, and does not need to be someone who will stay for decades.

This recruitment needs to be managed well, with roles and responsibilities carefully defined. A senior professional should be sought, someone who will embrace the opportunity to undertake a unique role in establishing Jasper's Planning and Development Department. The contributions of this individual are likely to influence the direction and tone of the department and the municipality for decades.

Further, the right person will quickly grasp the significance of the role, the uniqueness of the community, and the policy framework. It is not necessary to hire someone with national park experience, but a seasoned professional with experience in policy planning, administering design guidelines, environmental planning, and development administration is essential.

The second hire should be a Development Officer to handle the day-to-day responsibilities of the department. This person should be put in place well before the transition date to ensure that application forms, process flow charts, and other resources are in place.

Development officers in small communities are often promoted into the role. CAOs will identify staff that are able to understand the legal framework and development approval processes, and to effectively receive and process routine applications, and train them to do the job. This means that in time, there will be opportunities for internal succession. However, development officers without education and training in land use planning and urban design will have difficulty properly analyzing complex applications involving discretionary uses, variances, and design guidelines – especially within a national park where these decisions are closely watched and matter to the community and to Parks Canada. Therefore, a qualified and experienced senior development officer is recommended to start, and even then, a collaborative departmental culture will be needed where planners are involved in guiding complex approvals.

Appendix 2 to this report outlines suggested qualifications and credentials for these positions.

7.4.1 Workload Estimates

At present, Parks Canada advises that they have approximately 1.8 FTEs allocated to the review and issuance of development permits. With a volume of about 130 permits per year, this appears to be higher than the average level of staffing. However, the issuance of DPs in Jasper requires an analysis of each proposal that involves exterior alterations in light of the architectural design guidelines. This takes time, and requires a higher level of expertise and understanding.

However, based on the experience of the comparison municipalities, one development officer supported by a skilled and knowledgeable planner, along with an assistant who is able to establish and manage efficient processes, should be able to handle the majority of the workload.

An important check for this proposed budget is to confirm the staffing needs to handle anticipated development permit volumes. The following is an analysis of the time required.

One FTE (full-time equivalent) is 1,820 hours per year at 35 hours per week. Subtracting statutory holidays, vacation time, sick time, and training results in an effective time “budget” of about 1,500 hours per year for a full-time employee.

As noted previously, Parks Canada has told us that they issue about 135 development permits per year in Jasper. They have allocated 1.8 FTEs to this work, which equates to about 2,700 hours – or an average of 20 hours per application. A significant amount of a senior staff person’s time is also allocated to major applications.

Parks Canada also has a compliance officer, with 50% of that person’s time spent on development matters.

We would agree that many development permit applications such as those for new homes will use up 20 hours of a development officer’s time. However, more routine applications for new roofs and fences and similar improvements should be handled far more expeditiously, particularly if effective guidance is provided ahead of these applications.

Municipalities are increasingly creating provisions for online applications and ensuring that applicants have the information they need to make complete submissions. Process flowcharts can help considerably. Further, having skilled support from the Senior Manager and staff in other departments such as in Utilities should help to remove hindrances to timely processing and approval. Regular internal development meetings (perhaps twice per month) to review applications will help ensure quality and efficiency.

One experienced development officer, supported by an experienced manager and development assistant and knowledgeable staff in other departments, could handle about 70 standard DPs plus another 60 “minor” DPs. If this turns out to be insufficient, there would probably be more value in hiring an experienced planner who could support both the development review process and policy initiatives than in hiring a second development officer.

Parks Canada has a compliance officer that spends time on development-related enforcement. However, the Municipality already has staff handling bylaw enforcement and licensing, and interdepartmental collaboration should be effective in addressing these needs.

7.4 Financial Considerations

Table 2 provides an anticipated budget for Planning and Development within the Municipality of Jasper.

Revenues will primarily come in the form of development permit fees and building permit fees. If development permit fees are established consistent with the Town of Banff, the rates would range from \$350 for a minor interior or exterior alteration to about \$2,000 for a new single detached dwelling.

Therefore, if the average development permit fee is \$500, annual revenue with 100 permits would be \$50,000. Building permit fees would be negotiated with a service provider; the typical arrangement seems to include the municipality keeping 50% of the total collected. Building permit fees may average \$150,000 per year. Total estimated revenue, with modest

allowances for other revenues such as rezonings and compliance certificates, is \$218,000 per year.

On the cost side, total expenditures would be in the range of \$520,000 to \$643,000 per year, depending on whether a staff planner is hired. The cost per year after revenue would be in the range of \$60 to \$90 per capita – distinctly higher than most Alberta towns, but in the same range as Whistler.

This appears to be well within the amount of the lease payments that are to be retained by the Municipality.

Table 3: Municipality of Jasper Planning & Development Budget Framework

| Staff Team Anticipated Salaries | 2023 | 2024 | 2025 |
|--|------------------------|------------------------|------------------------|
| Senior Manager of Planning | \$ 125,000.00 | \$ 125,000.00 | \$ 125,000.00 |
| Development Officer | \$ - | \$ 80,000.00 | \$ 80,000.00 |
| Development Assistant | \$ 55,000.00 | \$ 55,000.00 | \$ 55,000.00 |
| Planner | \$ - | \$ - | \$ 100,000.00 |
| Expenses | | | |
| Salaries | \$ 180,000.00 | \$ 260,000.00 | \$ 360,000.00 |
| Benefits | \$ 36,000.00 | \$ 52,000.00 | \$ 72,000.00 |
| Training & Travel | \$ 6,000.00 | \$ 10,000.00 | \$ 12,000.00 |
| Subtotal | \$ 222,000.00 | \$ 322,000.00 | \$ 444,000.00 |
| Contracted Services | \$ 50,000.00 | \$ 100,000.00 | \$ 100,000.00 |
| Building Inspection Services | \$ - | \$ 75,000.00 | \$ 75,000.00 |
| Administrative Costs | \$ 10,000.00 | \$ 15,000.00 | \$ 15,000.00 |
| Subtotal | \$ 60,000.00 | \$ 190,000.00 | \$ 190,000.00 |
| Total Expenses | \$ 282,000.00 | \$ 512,000.00 | \$ 634,000.00 |
| Revenues | | | |
| Building Permits | \$ - | \$ 150,000.00 | \$ 150,000.00 |
| Development Permits | \$ - | \$ 50,000.00 | \$ 50,000.00 |
| Rezoning Fees | \$ - | \$ 6,000.00 | \$ 6,000.00 |
| Subdivision Fees | \$ - | \$ 6,000.00 | \$ 6,000.00 |
| Compliance Certificates | \$ - | \$ 6,000.00 | \$ 6,000.00 |
| Subtotal | \$ - | \$ 218,000.00 | \$ 218,000.00 |
| Net Revenue | \$ (282,000.00) | \$ (294,000.00) | \$ (416,000.00) |
| Cost per Capita (4,738) | \$ 59.52 | \$ 62.05 | \$ 87.80 |

Notes:

Benefits based on estimated 20% of salary, for pension plus health benefits

Contracted Services - engineering, legal to support development services; planning & policy development (not including major projects)

Building inspection services - expenses assumed to be 50% of revenues

7.5 Other Considerations

7.6.1 Safety Codes Accreditation

Parks Canada refers proponents to one of two Alberta Safety Codes-accredited agencies to apply for building permits. Approved plans are sent back to Parks Canada, which issues the building permits and collects the fees. However, Parks Canada itself is not accredited under Alberta Safety Codes legislation, and appears to be using the accredited agencies in lieu of establishing its own structure for plans examination and inspections.

The Town of Banff has entered into a Quality Management Plan (QMP) with the Alberta Safety Codes Council, received accreditation, and has entered into a contract with an accredited building inspector who operates a solo business. Banff receives building permit applications and collects the fees, while paying the inspector for plans examination and inspection services.

The Municipality of Jasper should consider accreditation as well. While there is a process with attendant fees, there are key benefits to having a municipal QMP.

The first is one-stop shopping for owners and builders, as the same staff who issue the development permit can receive the building permit application and coordinate inspections.

The second is that the municipality typically retains a significant portion of the building permit fees, usually considerably more than the administrative costs that are taken on. A 50-50 split seems to be typical.

The third is that the Municipality can either hire inspectors or retain the services of an inspection company by entering into a fee for service contract following an RFP process. The latter is recommended because the pool of qualified inspectors is small, and maintaining a staff team is challenging except for larger municipalities. Also, accredited inspection agencies (companies) will usually dedicate inspectors to contracted municipalities, ensuring continuity and effective working relationships.

The fourth benefit is improved compliance. Municipalities without a contracted service are more likely to experience property owners building without permits because there is little or no communication between development officers and building inspection agencies, and visiting inspectors have no way of knowing if other projects are being inspected by someone else.

Additionally, with larger developments such as hotels it is advantageous to have a regular building inspector working with a Fire Safety Codes Offices (Fire SCO) from the Fire Department to ensure Fire Code compliance and coordination through the plans examination and construction process.

7.6.2 Rates and Fees

Development application fees will need to be established by bylaw. The degree to which the Municipality is achieving cost recovery should be carefully assessed. Banff and other municipalities publish their fees online, and these can be used to create a fee schedule appropriate to Jasper's needs.

7.6.3 Office Space

Space needs are beyond the scope of this report, but the issue has been identified. Suitable office space will be needed, and this will ideally be co-located with other municipal staff. A separate space can work, but it is not ideal. It is more confusing for the public to find a separate office, staff absences are more difficult to cover (think reception), and it is more difficult for new staff members to develop and maintain effective working relationships with their colleagues.

7.6.4 Supporting the Functions of Other Departments

Interviews with municipal staff members revealed a number of opportunities for planning staff to support the functions of other departments. This can be considered a "value-added" benefit, as long as it is properly accounted for and doesn't remove workload from one group to add it to another.

Additional in-house expertise could be used to improve overall service levels. Experienced planners can help support current municipal efforts in a number of areas, including but not limited to the following:

- Business licensing;
- Downtown patio approvals, including design aspects;
- Bylaw enforcement – especially anything property-related;
- Encroachment agreements;
- Development agreements, with close collaboration with public works staff;
- Environmental services – energy efficiency programs, protection of water resources, etc.;
- Tourism development, and other forms of economic development;
- Development of public housing.

8.0 POLICY NEEDS

There are a number of projects that will need to be funded in the first few years.

The first of these is the Land Use Bylaw. It may be possible to update the Land Use Policy and transform it into a Land Use Bylaw. This would allow two things: time to review and update the Community Sustainability Plan, and a good opportunity for the new development team to work with the existing land use regulations for two or three years and identify the strengths and weaknesses of the existing approach.

A new municipal development plan, typically undertaken with consultants, is likely to cost approximately \$500,000. However, an update of the existing Community Sustainability Plan, which appears to be a very thorough document, may be achievable at a considerably lower cost. In any event, the Jasper Park Management Plan calls for a review and update in the near future.

The Jasper Architectural Motif is nearly 30 years old, and based on its age alone should be reviewed. While the fundamentals of the community's architectural heritage won't change, implementation needs to flex to meet changing needs and preferences. This should be done with a view to supporting development staff in their work while ensuring that the heritage of Jasper is preserved while giving them the tools to manage new building forms including higher-density housing.

Further, the Municipality should plan to undertake the creation of a new Land Use Bylaw when the policy documents have been updated and approved.

9.0 CONDITIONS FOR SUCCESS

While this proposal appears to be feasible in light of retained lease costs relative to the costs of funding the department, there are risks.

These include:

- Difficulty in hiring suitable staff;
- The transition to Municipal approvals;
- Higher than anticipated workloads due to Parks Canada policy requirements;
- Inability to meet expectations of Council and the public.

As with other professions, there are growing challenges in hiring qualified planners and development officers. A high demand for housing across the country has led to a demand for qualified staff, especially as baby boomers continue to retire. Salaries have risen in recent years. This is reflected in the numbers in the proposed budget which are higher than the Municipality has paid in the past. Even so, they may not be sufficient to attract many qualified people so there needs to be a willingness to adjust where needed.

However, Jasper appears to have a strong team of people who want to be there. Advertising the Senior Manager role as a once in a career opportunity to establish a new department in an iconic national park location (perhaps calling the position “Chief Planner”), and seeking to reach people who favour an active outdoors lifestyle are the most likely ways of attracting great candidates. The ideal candidate will have a broad range of experience, and need not be familiar with planning within national parks – but must demonstrate a strong ability to distinguish the unique context of Jasper and be able to articulate an approach to municipal planning that reflects this unique context.

A successful transition will require hiring the right people in a timely fashion, and ensuring that all the necessary documentation and processes are in place before the transition occurs.

There is a risk in underestimating the staff resources needed. However, the Municipality should be focused on streamlining processes from the very beginning, and finding efficiencies through the effective use of technology.

10.0 PLANNING AND DEVELOPMENT BUSINESS PLAN – TENTATIVE TIMELINE

2023

- Hire a Senior Manager of Planning & Development
- Determine whether the Housing Manager will report through P&D
- Create a new land use bylaw based on the existing Land Use Policy
- Create structures and processes to efficiently and effectively process routine development permit applications
- Initiate the process to become an accredited municipality under the Safety Codes Act
- Hire a Development/Safety Codes Assistant

2024

- Depending on the final timing of the transition, hire a Development Officer
- Complete the Safety Codes accreditation process and retain a contracted inspection agency
- Transition to approvals by the Municipality
- Create a workplan to review and update the Community Sustainability Plan, Architectural Motif Guidelines

2025

- Monitor workloads, staff performance, revenues and costs
- Hire a planner if warranted to support development review and policy updates

- Consider whether consultant(s) should be retained under Standing Offer Agreements (SOAs) to provide ongoing services beyond the scope and capability of municipal staff

11.0 CONCLUSIONS

Establishing an effective planning and development department would be a significant step for the Municipality of Jasper. While this would bring new responsibilities and new costs, it has the potential to bring many benefits if done well.

On a practical day-to-day level, in-house development staff would be accountable to the CAO (and therefore to Council), and would be able to provide a higher level of service to the public. A skilled development officer would have the opportunity to create ways of streamlining applications and the approval process without compromising on the implementation of important policies. Service levels would benefit further from proceeding with accreditation with the Safety Codes Council and bringing the building permit function in house as well.

However, having planning staff would also be a significant step in the maturation of Jasper as a Municipality. Effective planning – environmental, land use, etc. – is fundamental to managing both a national park and a municipality. A great deal of federal legislation, regulation, and policy requires the knowledge that skilled planners bring to the table. And much of the Municipality's Strategic Plan is related to planning issues that planners are uniquely positioned to help address.

Based on the size of the community, and comparing it to other Alberta towns, a staff of about three people would be appropriate. However, it is likely that at least one more planner will be needed to deal with the complexity that necessarily results from the national park context.

Also, it is reasonable to expect that planners employed by the Municipality will find it essential to maintain strong working relationships with Parks Canada staff, and be prepared to engage frequently on matters of Parks Canada policy as they affect the Municipality.

APPENDIX 1

Excerpt from Banff Agreement

5.1 ARTICLE 5 - PLANNING FUNCTIONS OF TOWN

5.1. (1) In this Article:

- a) "development" includes the cutting or removal of trees in whole or in part;
- b) "instrument" includes a lease, sub-lease or license of occupation;
- c) "land" includes land held under a lease, sublease or licence of occupation from the Crown;
- d) "owner" includes a person who is the lessee of Crown land and his successors and assigns;
- e) "parcel" includes the aggregate of the one or more areas of land described in a lease from the Crown;
- f) "Planning Act" means those sections of the Planning Act, R.S.A. 1980 c.P-9 that apply to the Town pursuant to this Agreement;
- g) "registered owner" includes the lessee of Crown land and his successors and assigns;
- h) "subdivision approving authority" means the municipal planning commission of the Town;
- i) "subdivision" means i) the division of a parcel by an instrument; or ii) the boundary change to two or more adjoining parcels, and "subdivide" has a corresponding meaning.
- j) (2) Any reference to the "Minister" contained in the sections of the Planning Act that apply to the Town shall mean the Federal Minister or his delegate.
- k) (3) The definitions in this Article shall either be in addition to or as a substitute for the definitions contained in the Planning Act, as the context requires.

- 5.2. (1) Subject to Article 5.2(2) and Article 5.2(3), except to the extent that they are inconsistent with this Agreement, the following sections of the Planning Act in force as at January 1, 1989 shall form part of this Agreement and shall apply to the Town, namely, sections 1, 4, 6, 7, 28 to 31, 33 to 43, 45, 61 to 69, 70, 71, 72, 74, 75 to 77.1, 78(1) and (2), 79 to 85, 86(1) and (4), 90, 91(1) and (2), 92 to 96, 98 to 100, 102 to 104, 105(1) to (5), 111 to 119, 123 to 143, 149 and 152 to 155.
- (2) The land use by-law of the Town may provide for those circumstances in which more than one dwelling unit per lot is authorized in addition to those set out in s.78(2) of the Planning Act.

- (3) Any development, permit issued or regulation or control imposed by the Town relating to the use or development of land subject to regulation pursuant to Section 70 of the Planning Act shall be subject to the prior written approval of the Federal Minister, and to such terms and conditions as the Federal Minister deems appropriate.

(4) The Land Use By-law of the Town shall provide that when a development involves construction of a structure over the boundaries of adjoining lots, any development permit issued shall be subject to the condition that, prior to release of a development permit, the owner shall consolidate the leases for the lots involved.

(5) In addition to any other matter provided for in the Municipal Government Act, the land use bylaw may contain provisions controlling and regulating the rate of development of land, limiting the amount of development which may occur in any year or group of years and providing for a mechanism to implement such regulation. Article 5.2(5) added 1998.05.21 Incorporation Agreement Amendment #3 5.3. The Federal Minister may declare that any amendments made to the Planning Act by the Legislative Assembly of Alberta after January 1, 1989 shall apply in whole or in part to the Town.

- 5.4. The Town shall adopt a general municipal plan and a land use by-law for the Town.
- 5.5. A statutory plan or land use by-law, or any repeal thereof or amendment thereto, adopted or passed by the Town shall go into effect only upon being approved by the Federal Minister.
- 5.6. The Town shall establish a municipal planning commission consisting of at least three persons, one of whom shall be nominated by the Federal Minister.
- 5.7. The Town shall establish a development appeal board consisting of five persons, not less than 20% of whom shall be nominated by the Federal Minister.
- 5.8. No person shall subdivide a parcel within the townsite without the approval of the subdivision approving authority.
- 5.9. An applicant for subdivision approval shall submit his application to the subdivision approving authority in such form and accompanied by such materials as may be prescribed in the land use by-law.
- 5.10. In addition to any other matter provided for in the Planning Act, the land use bylaw may contain provisions
 - a) prohibiting or controlling and regulating the subdivision of land;
 - b) governing the procedure to be followed by applicants for subdivision approval and the persons who may apply;
 - c) governing the contents and filing of plans and other documents in the course of an application for subdivision approval;
 - d) governing the location, size and shape of lots and other areas of land to be created or proposed to be subdivided;
 - e) governing the location of public utilities and public roadways in a proposed subdivision and the minimum width and the maximum gradient of public roadways;
 - f) prescribing the information that shall be contained in a notice under section 93(4) of the Planning Act;
 - g) prescribing that the subdivision approving authority may require a dedication of municipal reserve, school reserve or municipal and school reserve, or payment of money in lieu, in addition to the 10% prescribed in the Planning Act in the case of a proposed subdivision that would result in a density of 12 or more dwelling units per acre of developable land;

- h) prescribing the conditions that a subdivision approving authority is permitted to impose when granting subdivision approval in addition to those conditions permitted to be imposed under the Planning Act;
- i) prescribing the fees to be paid by a person applying for subdivision approval or appealing the decision of the subdivision approving authority to the development appeal board; and
- j) concerning any other matters that to the Town appear necessary to regulate and control subdivisions.

5.11. (1) An appeal from a decision of the subdivision approving authority, or any condition imposed by it, may be commenced by:

- a) the applicant for subdivision approval;
- b) the council of the Town; c) a school authority; or
- d) Her Majesty the Queen in the Right of Canada; or
- e) any adjacent lessee or licensee by filing a written notice of appeal with the development appeal board,
 - i) in the case of an appeal by the applicant for subdivision approval, the council of the Town, or Her Majesty the Queen in right of Canada, within thirty (30) days, and,
 - ii) in the case of an appeal by a school authority or of any adjacent lessee or licensee, within fourteen (14) days, of the issuance of the decision.

(2) In the case of an appeal by other than the applicant or the council, the decision of the subdivision approving authority shall be deemed to have been issued on the date of publication of notice of the approval of the subdivision application pursuant to s.93(4) of the Planning Act.

(3) For the purposes of Article 5.11(1) “adjacent lessee or licensee” means a lessee or licensee of land that is contiguous to the parcel that is the subject of the application for subdivision approval and includes land or a portion of land which would be contiguous if not for a public roadway, river or stream.

5.12. (1) Subject to Article 5.12(2), the subdivision approving authority shall render a decision on an application for subdivision approval within thirty (30) days of the date of receipt by it of the completed application.

(2) If the subdivision approving authority fails or refuses to make a decision on an application for subdivision approval within the time prescribed in Article 5.12(1) the applicant may, within fourteen (14) days after the expiration of the time prescribed,

- a) treat the application as refused and appeal to the development appeal board; or
- b) enter into an agreement with the subdivision approving authority to extend the time prescribed in Article 5.12 (1).

(3) If an agreement is entered into pursuant to Article 5.12(2)(b) and the subdivision approving authority fails or refuses to make a decision within the time set out in the agreement, the applicant may, within fourteen (14) days after the expiration of the extended period, treat the application as refused and appeal to the development appeal board. A subdivision authority shall not deal with an application for subdivision approval after the expiration of the period prescribed in Article 5.12(1), or the time set out in an agreement made under Article 5.12(2)(b),

- as the case may be. 15 5.13. In processing and deciding a subdivision appeal, the development appeal board shall follow the procedures prescribed in ss.84(2), (3), and (4) and in ss.85(1) and (2) of the Planning Act and, subject to Article 5.19 of this Agreement, may exercise only those powers conferred on a subdivision approving authority by this Agreement and the Planning Act.
- 5.14. A subdivision approved by the subdivision approving authority or by the development appeal board shall not be implemented until the Federal Minister has approved any new or amended lease required to effect the subdivision and any fees relating thereto have been paid to Canada.
- 5.15. Every statutory plan adopted and land use by-law passed under this Agreement and the Planning Act, and every action taken or decision made pursuant to such plan or by-law by the council, the municipal planning commission, the development officer, the development appeal board or any other authority shall conform with the Banff National Park Management Plan approved by the Federal Minister.
- 5.16. Subject to Articles 5.17, 5.18 and 5.19, every action taken or decision made by the council, the municipal planning commission, the development officer and the development appeal board shall conform with any statutory plan adopted and land use by-law passed under this Agreement and the Planning Act, and with the provisions of this Agreement and the Planning Act.
- 5.17. (1) Subject to Article 5.17(2) every development or subdivision undertaken by the Town shall be in accordance with this Agreement and the Planning Act.
- (2) The Planning Act does not apply to a development or subdivision undertaken by the Town and effected solely for the purpose of a public roadway or utility installation.
- 5.18. At the request of the Town, the Federal Minister may exempt, in whole or in part, any development or subdivision from the operation of this Agreement and the Planning Act. 16 5.19.
- (1) Subject to Article 5.19(2), the development appeal board may make an order or a decision or issue or confirm the issuance of a development permit or approve an application for subdivision approval notwithstanding that the proposed development or subdivision does not comply with the land use by law if, in its opinion, a) the deviation from the by-law is minor in nature; b) strict application of the by-law would cause unnecessary hardship to the applicant arising out of circumstances peculiar to his land; and c) the deviation from the by-law would not unduly interfere with the amenities of the neighbourhood or materially interfere with or affect the use, enjoyment or value of neighbouring properties.
- (2) The development appeal board shall not approve a proposed development or subdivision that does not conform with the use prescribed for the subject land in the land use by-law.
- 5.20. The Federal Minister may exercise any of the powers of enforcement conferred on the Town under this Agreement, the Planning Act and the Municipal Government Act in respect of the subject matters dealt with in this Article 5. 5.21. The Town may enter into a contract or other arrangement with any local authority, regional planning commission or any other agency for the purpose of assisting it in discharging its powers and duties under this Agreement and the Planning Act. 5.22. The Federal Minister shall have standing

- a) to appear at any public hearing; and
- b) to commence any legal proceedings
- c) in connection with any decision made or action taken for purposes of or pursuant to Article 5 of this Agreement and the Planning Act.

APPENDIX 2 – RECRUITMENT – QUALIFICATIONS AND CREDENTIALS

Senior Manager of Planning & Development

Qualifications

- Graduate degree in planning or a related discipline preferred
- Accreditation as a Registered Professional Planner preferred
- A strong desire to play a key part in promoting the significance of the Municipality of Jasper as a community within a national park
- Strong awareness of environmental and heritage planning
- A strong team player and a leader of people
- Strong communication skills
- Possessing a clearly-articulated leadership philosophy
- Possessing a big picture perspective, able to learn and adapt and create new structures and processes to respond to a unique set of needs

Experience

- At least 10 years of progressive planning experience, including leadership of staff
- Experience in a range of municipal settings and environments
- Skilled in both policy planning and development administration

Development Officer

Qualifications

- Degree or diploma in planning or a related field
- Strong understanding of land use planning and the ability to analyze development impacts
- Strong awareness of urban design principles
- Strong verbal and written communication skills

Experience

- At least three years of progressive experience as a development authority in Alberta
- Ability to adapt to a unique development approval process

Christopher Read,

Director of Community Development

November 2022

Major Projects

- Ice Plant Project is progressing – expected completion spring 2023
- Major Facility Reno Project is also moving forward:
 - Curling Lounge changes design workshop with Curling Club and staff
 - Universal Changerooms at the Fitness & Aquatic Centre design workshop with architects and staff
- Community input stage on the Robson and Lions Park redevelopment plans
- Off Leash Park Expansion & Relocation grant application to Trans Mountain Pipeline submitted
- ELCC Strategy project draft received – working on fine tuning. Will be brought to council soon
- Policy F-104 enabled timely and effective support to UpLIFT, HABITAT, Dark Sky, Folk Fest, OUT! Jasper, etc.
- Community Holiday Party -- December 16th -- planning is well underway
- Community Grants (B-017) policy development work continues
- Tender for Active Transportation Feasibility Study out now, work to occur over the next few months
- Centennial and Commemoration Parks project tender upcoming

Staffing

- Kudos to the whole CD team for the excellent response during the Chetamon Power Outage event:
 - Reception Centre at Activity Centre was very well done with the whole team collaborating,
 - Wildflowers Childcare and Out of School Care services maintained at a high level of service,
 - Staff also had to pivot to other duties such as 24-hour fire watch, ECC and reception centre roles, etc.
- Over the last 6 months have weathered staff shortages across the department, most acutely in Childcare
- Recruitments currently underway for Janitorial staff, and Early Childhood Educator staff

Service Trends

- Community Calendar really gaining momentum, shows just how many events/programs we have here in town
- Even with the upheaval due to Chetamon, we've hosted many well-attended events to support our newcomers and our "locals" – such as Community Culture Night, JasperLIFE Pasta & a Movie, Pumpkin Path, etc.
- We have transitioned the Coffee Connections program to the Activity Centre, increased attendance & connections
- Daily Soup's On! In collaboration with Glenda the Great, Jasper Food Recovery, and donations from local restaurants (plus the high school!) - averaging about 30 bowls of soup enjoyed per day
- Getting 50-70 youth out to the Rec Room program each week – success brings space and staffing challenges!
- Junior Lifeguard program has 44 athletes enrolled, first meet (in years!) Nov 26th in Hinton
- Working with a new parent board for revitalized Red Fins summer swim club in 2023 – their survey is out now
- Share Your Passion has resulted in several new program offerings, evolving this to meet community needs
- Back to pre-covid hours and service levels, attendance is high across the range of programs and facilities
- Existing ice plant is limping along but is definitely showing its age. No Safety concerns, but operating is high effort
- Library of Things opening soon at the Activity Centre – online or in-person booking will be available
- Great collaboration with Operations resulting in the TENT, ice rink plans for this winter, and smoother facility ops – most recently the Pyramid underground services work collaboration for the shortest facility shutdowns possible.

Communications & Engagement

- Community Conversations nearly complete for the first year under the new policy; report coming to council
- Stakeholder engagement on Capital Projects is ongoing
- Robson and Lions Park planning public engagement on now
- Website project into final phase; Equity, Diversity and Inclusion rating/effectiveness evaluation coming next
- Chetamon response engagement (complete) revealed many strengths and some areas of growth in our response
- 30 Days of ReconciliACTION well received
- Hosted Indigenous Partners meet and greet – gained a valuable list of willing indigenous partners/collaborators

AGENDA ITEM 7.3

REQUEST FOR DECISION

Subject: Energy Benchmark Report & Energy Policy
From: Bill Given, Chief Administrative Officer
Prepared by: Faraz Khan, Municipal Energy Manager
Reviewed by: Bill Given, Chief Administrative Officer
Date: November 22, 2022



Recommendation:

- That Committee receive the Energy Benchmark Report for information.

Background:

The Municipality of Jasper partnered with the Town of Hinton to receive a grant from the Municipal Climate Change Action Centre (MCCAC) to support a Municipal Energy Manager (MEM) position. The MEM is leading the development of an energy management program for both municipalities. The MEM's main goals are to reduce energy consumption, energy costs and greenhouse gas (GHG) emissions.

One of the deliverables of the MEM is to conduct an energy benchmarking study of the municipality's highest energy consuming buildings. The benchmarking report is used as a reference to identify which facilities to target and develop reduction targets.

The MEM assessed the electricity and natural gas data from 2019 to 2022 for all of Municipality of Jasper's corporate buildings. The top energy consuming buildings were identified and included in the scope for year one of the MEM program. CLEAResult, the technical support for the MEM program, supported the preparation of the benchmarking report.

Discussion:

The energy benchmarking report compares The Municipality of Jasper's building energy performance against regional and national databases. The comparison helps us identify which of our facilities have the greatest opportunity of energy and cost savings.

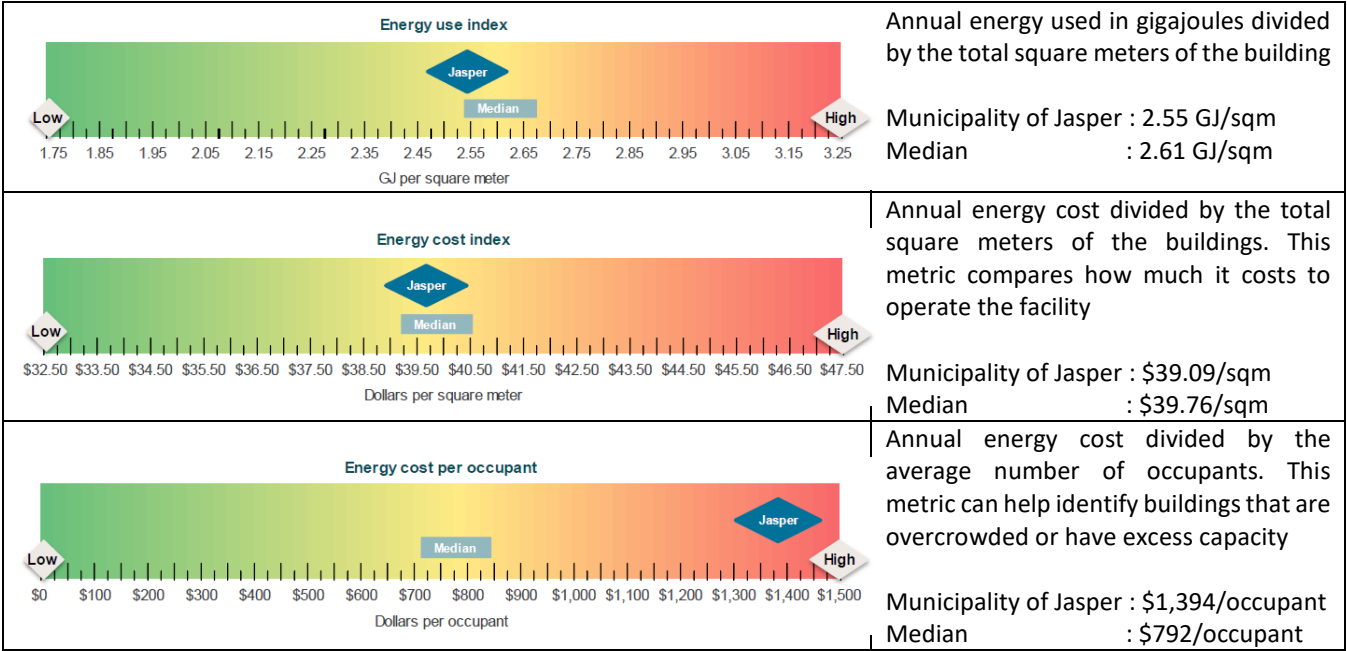
Energy benchmarking is the first step in determining where and how to implement energy improvements. Benchmarking data can also be used to assist in setting preliminary energy and GHG reduction targets.

The year 2019 was chosen as the benchmark year to avoid any influence from covid-19 related shutdowns in the proceeding years. The following facilities were identified as high consumers.

- Jasper Activity Centre
- Fitness & Aquatics Centre
- Sewage Treatment Plant
- Water well – pump house
- Operations facility
- Municipal Library
- Emergency Services Building

Benchmarking results:

Overall, these facilities consume a similar amount of energy per square meter and spend similar amount of dollars on energy when compared to other similar buildings in the same climate zone. The scales below show where Jasper and the Median lie for the three metrics.

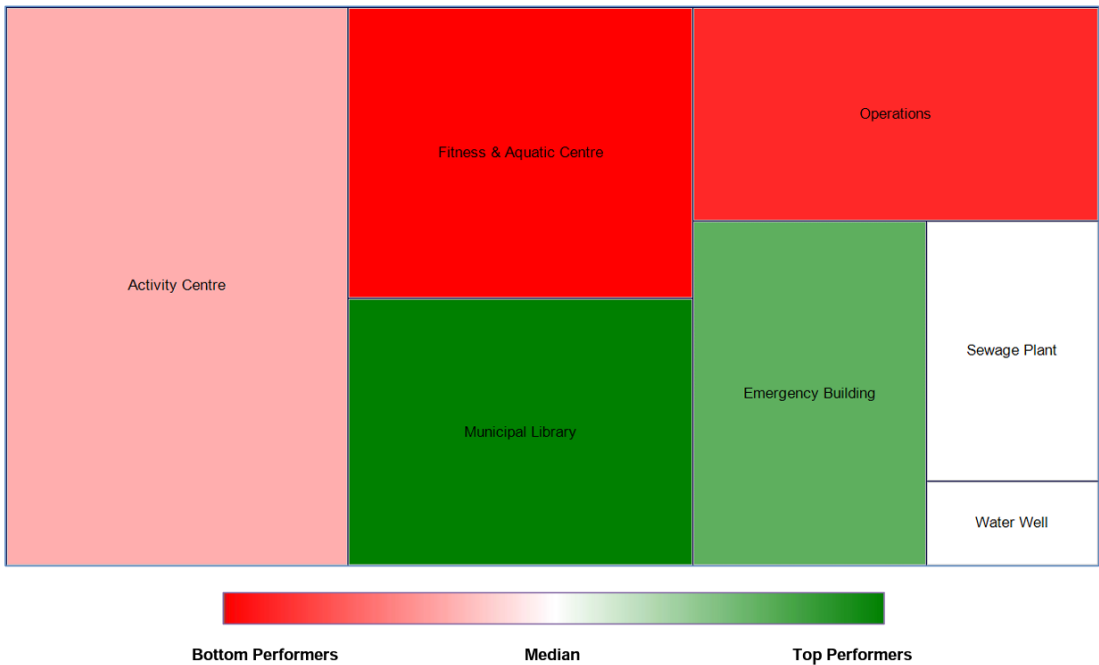


Breakdown of energy usage:



Targeting buildings for further assessment:

The following chart shows the energy savings opportunity for each of the municipality buildings. The size of the box indicates the respective square meters of each building, and the color represents energy performance compared to the median.



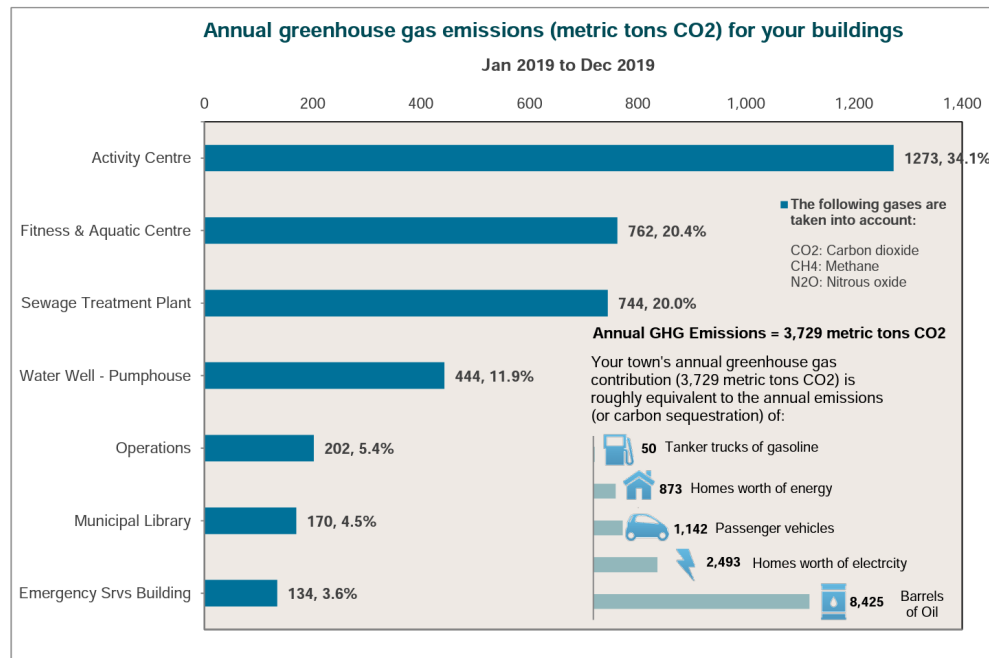
Translating the numbers into savings:

The benchmarking report can help us determine the general magnitude of opportunities available and which buildings to focus on. The table below illustrates potential energy cost savings under various targets scenarios.

| | Facility name | | | | | | |
|--------------|-----------------------------|---|---------------|---------------|---------------------|----------------|----------------------|
| 1st quartile | Water Well - Pumphouse | Potential energy cost savings by energy use quartile <i>Quartiles are represented by green, yellow, orange, and red.</i> | | | | | |
| | Emergency Services Building | | | | | | |
| 2nd quartile | Operations | | Square meters | EUI (GJ/Sq.m) | Annual energy costs | Savings target | Annual dollars saved |
| | Municipal Library | 1st Quartile | 1,500 | 2.91 | \$127,000 | 2.5% | \$3,200 |
| 3rd quartile | Sewage Treatment Plant | 2nd Quartile | 3,600 | 1.34 | \$64,000 | 5.0% | \$3,200 |
| | | 3rd Quartile | 500 | 13.03 | \$129,000 | 7.5% | \$9,700 |
| 4th quartile | Fitness & Aquatic Centre | 4th Quartile | 10,600 | 2.46 | \$312,000 | 10.0% | \$31,200 |
| | Activity Centre | Total | 16,200 | 2.55 | \$632,000 | 7.5% | \$47,300 |

Annual GHG emissions:

The following graphic illustrates the GHG emissions from in-scope facilities at the Municipality of Jasper



Attachments:

- MCCAC Municipality of Jasper Energy Benchmarking Report Aug 2022.pdf



Municipality of Jasper

Energy Benchmarking Report

August 17, 2022

PREPARED FOR

Municipality of Jasper
303 Pyramid Lake Road
Jasper, AB T0E 1E0
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PROVIDED BY



Municipal
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Action Centre

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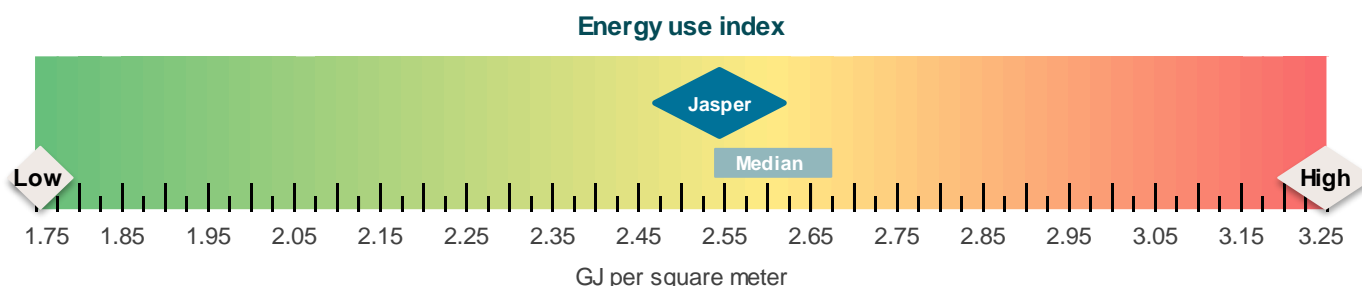
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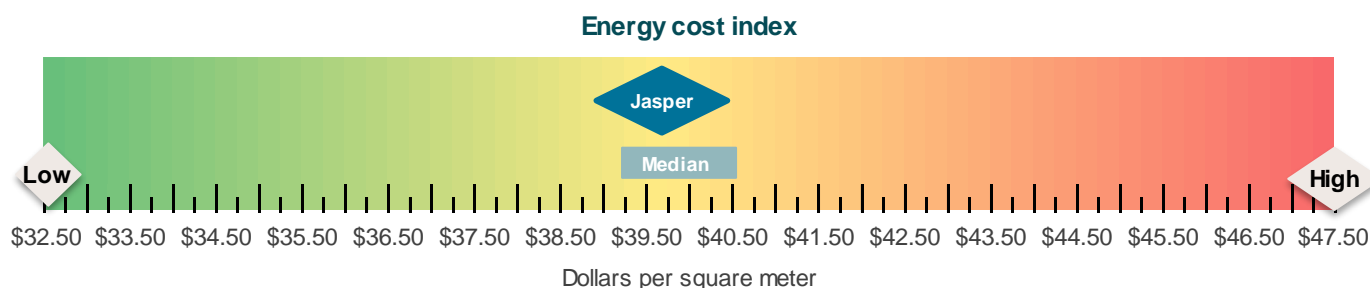
Executive summary

The executive summary provides an overview of your facilities' performance in this energy benchmarking analysis compared to other similar building types in your climate zone:

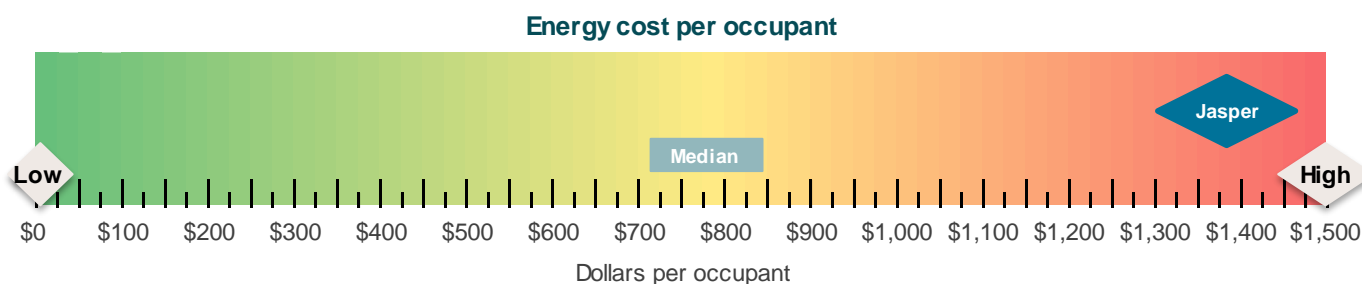
From January 2019-December 2019, Municipality of Jasper consumed **2.55** GJ per square meter, which is similar to the median for similar building types in your climate zone (i.e., **2.61** GJ per square meter). Most municipal facilities are performing about average compared to their peers from an energy usage standpoint.



From January 2019-December 2019, Municipality of Jasper spent **\$39.09** on energy costs per square meter, which is similar to the median for similar building types in your climate zone (i.e., **\$39.76** per square meter).



From January 2019-December 2019, Municipality of Jasper spent **\$1,394** on energy costs per occupant, which exceeds the median for similar building types in your climate zone (i.e., **\$792** per occupant).



Overall, Municipality of Jasper consumes a similar amount of energy per square meter and spends more budget dollars on energy than other similar building types in your climate zone. Given the mixed overall energy performance, there are likely many opportunities for energy-improvements at individual facilities across the municipality.

Table of Contents

| | |
|---|-----------|
| Executive summary | 3 |
| Introduction..... | 5 |
| The benchmarking process..... | 5 |
| CLEAResult's energy performance comparison process | 5 |
| Energy performance benchmarks used in the study | 5 |
| Background information | 6 |
| Current energy use charts | 7 |
| Comparison with buildings in your climate zone..... | 7 |
| Breakdown of electricity versus natural gas | 8 |
| Energy usage profile for your municipality..... | 9 |
| Medians for your province..... | 10 |
| Breakdown of energy usage | 11 |
| Electric use percentiles for your buildings | 13 |
| Comparison between your buildings | 14 |
| Targeting buildings for further assessment | 15 |
| Energy costs | 16 |
| Detailed energy performance analysis of buildings | 17 |
| Current energy use tables | 19 |
| Energy performance by building type..... | 19 |
| Energy use attributed to baseload, cooling, and heating operations..... | 20 |
| Translating the numbers into savings | 21 |
| Targeting energy cost savings | 23 |
| Greenhouse gas emissions | 24 |
| Appendix | 25 |
| Energy performance charts for individual buildings | 25 |

Introduction

Benchmarking the energy performance of your buildings is the first step in determining where and how to implement energy improvements within your municipality. This energy benchmarking report compares your buildings' energy performance against each other and against regional and national databases. This comparison will help you identify which of your buildings have the greatest opportunities for energy and cost savings.

THE BENCHMARKING PROCESS

CLEARResult's ENERGY PERFORMANCE COMPARISON PROCESS

The energy and building data you provided – e.g., twelve months of utility bills, facility square meters, and number of occupants– is entered into CLEARResult's energy performance database. This database contains comparison energy performance benchmarks for the province of Alberta pulled from Natural Resources Canada's *Comprehensive Energy Use Database*. This report also incorporates data from EPA Portfolio Manager, which uses the *Survey on Commercial and Institutional Energy Use (SCIEU)* as the basis for its peer building population.

After uploading your information into the comparison database, a software model calculates the following energy benchmarks for each of your buildings: annual energy use per square meter (energy use index), annual energy cost per square meter (energy cost index), and annual energy cost per occupant. The model then compares your buildings' calculated energy benchmarks to weather-normalized benchmarks for similar building types in the province of Alberta. The model only compares those buildings of a similar type (e.g., offices are only compared to other offices, etc.).

ENERGY PERFORMANCE BENCHMARKS USED IN THE STUDY

Energy use index (GJ/sq.m): Also known as site energy or EUI, energy use index is one of the most common ways to compare energy consumption between buildings. This metric includes twelve months of energy consumption data as reported on your monthly utility bills converted to units of GJ, divided by the total square meters of the building.

Energy cost index (\$/sq.m): Potential to reduce energy costs is a prime motivator for investment in energy efficiency upgrades. This metric includes twelve months of energy costs as reported on your monthly utility bills, divided by the total square meters of the building. Energy cost index compares how much it costs to operate each of your buildings.

Energy cost per occupant: Another excellent way to compare the cost of operations and maintenance at your buildings is by occupant. This metric includes twelve months of energy costs as reported on your monthly utility bills, divided by the average number of occupants in the building. Energy cost per occupant can help identify buildings that are overcrowded or have excess capacity.

Portfolio manager rating (1-100): An online benchmarking tool that uses a mathematical algorithm to rank energy performance on a scale of 1 to 100, EPA portfolio manager incorporates both energy consumption data and building characteristics – such as number of computers, square meters, and location (for weather adjustments) – into its calculations. A score of 50 indicates that the building is performing better than half of buildings nationwide. Buildings scoring 75 or better may be eligible to apply for the ENERGY STAR® Label. Unfortunately, none of the building types included in this report are eligible to receive an ENERGY STAR® score.

Your facilities' building characteristics, utility data, and calculated energy performance metrics are presented in several ways throughout the following benchmarking report.



BACKGROUND INFORMATION

Municipality of Jasper elected to take advantage of the building energy performance benchmarking support provided on behalf of Municipal Climate Change Action Centre (MCCAC)'s Municipal Energy Manager (MEM) Program. This study includes 7 municipal buildings:

- Activity Centre
- Emergency Services Building
- Fitness & Aquatic Centre
- Municipal Library
- Operations
- Sewage Treatment Plant
- Water Well - Pumphouse

Site energy data includes electricity and natural gas. The energy consumption data used in this benchmarking study covers January 2019-December 2019. All utility billing data has been prorated to calendar month, so reported totals will not exactly match figures on utility bills. Data was reviewed for quality and accuracy.

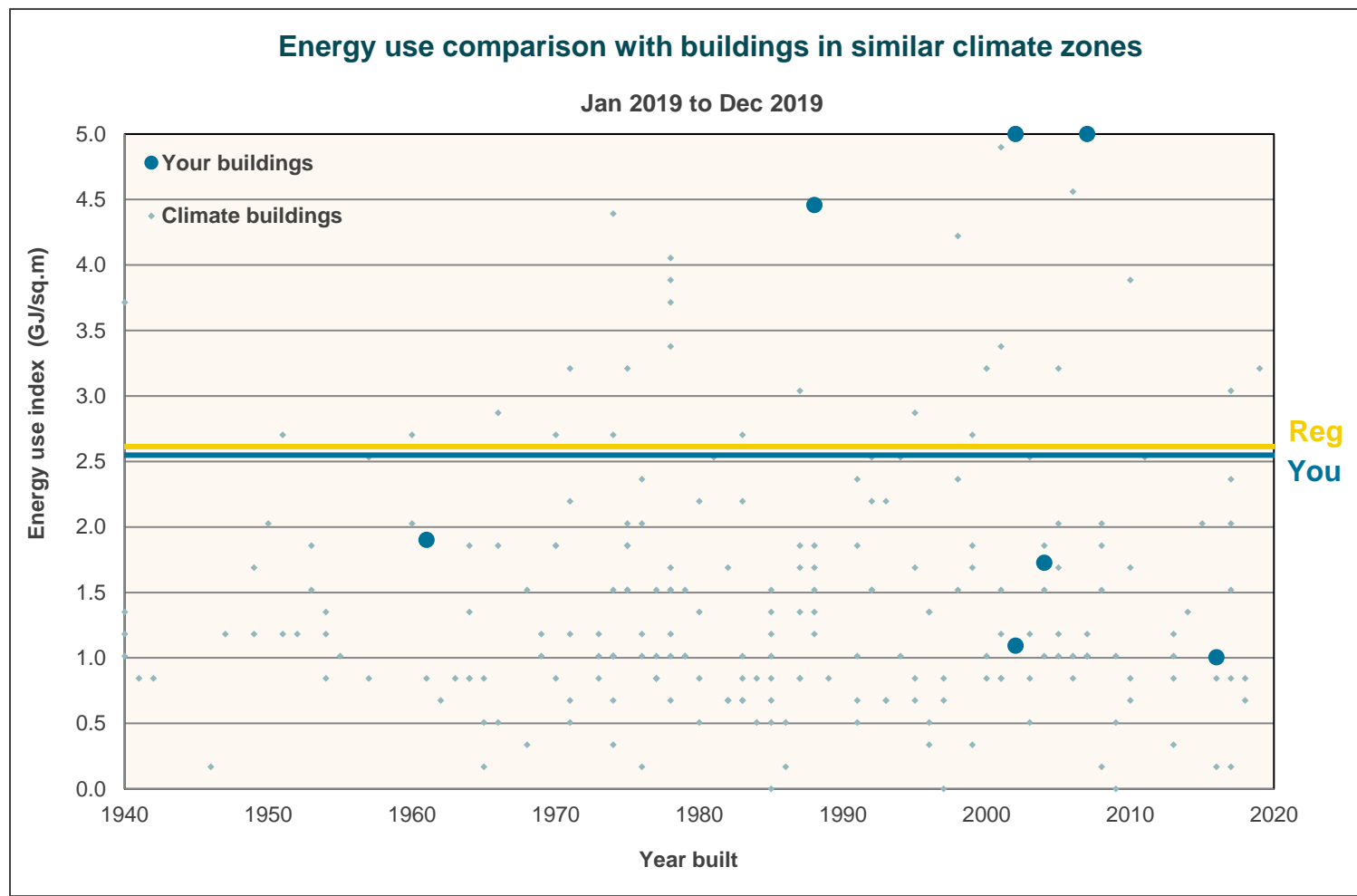
Municipality of Jasper

303 Pyramid Lake Road, Jasper, AB T0E 1E0

Current energy use charts

COMPARISON WITH BUILDINGS IN YOUR CLIMATE ZONE

Annual energy use per square meter, also known as energy use index (EUI), is one of the most common ways to compare energy consumption between buildings. This parameter is all inclusive – it incorporates the energy used for heating, cooling, dehumidifying, lights, cooking, computers, etc. – and it also normalizes based on building size. The scatter plot below illustrates how your buildings compare to the rest of the buildings in our database in climate regions like yours. While your buildings' EUIs¹ fall in the range of your climate zone, your municipality's overall average (i.e., blue trendline) is similar to the climate zone average (i.e., orange trendline).



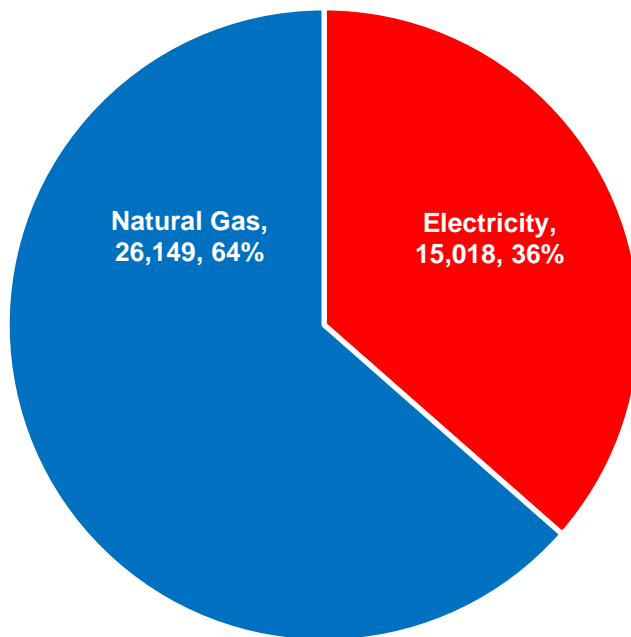
¹ Sites with EUIs greater than 5.0 have been grouped at the top of the vertical axis for purposes of this illustration.

BREAKDOWN OF ELECTRICITY VERSUS NATURAL GAS

The following pie charts show the respective contribution of electricity and natural gas to overall site energy consumption and cost at your buildings. Because electricity (red) is currently more expensive than natural gas (blue), it accounts for a greater portion of cost than usage. Energy-improvements that lower electricity will do more to reduce your energy cost than comparable reductions in natural gas. Energy costs are further broken down by individual building, fuel source (electricity, gas, other fuels), and timeframe (annual, monthly) within the 'Energy performance benchmarking analysis' charts of this report.

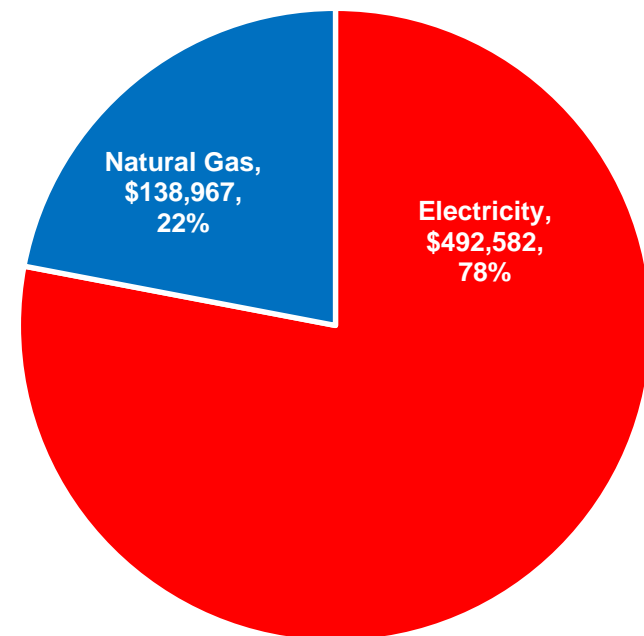
Annual energy use (GJ)

Jan 2019 to Dec 2019



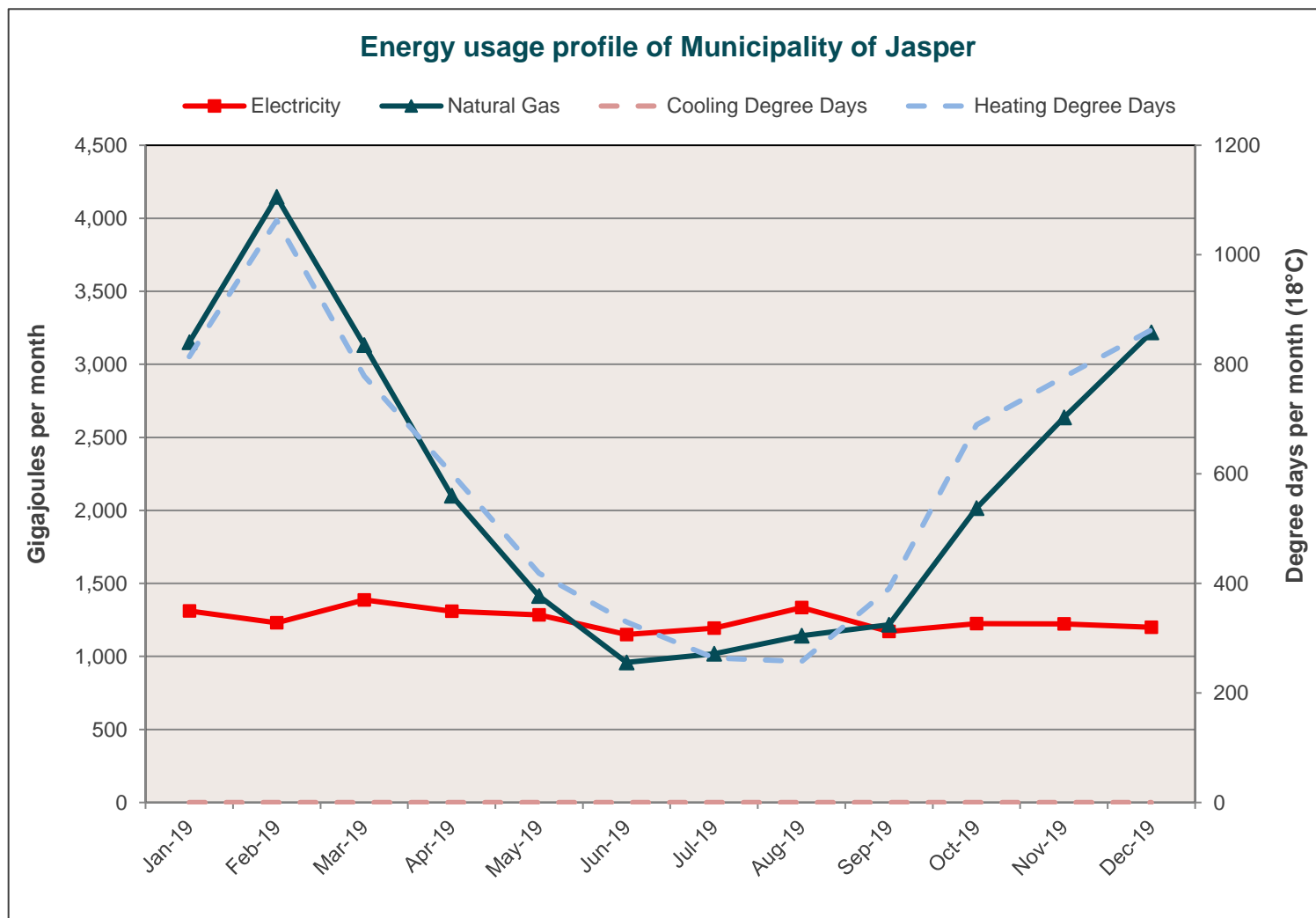
Annual energy cost (\$)

Jan 2019 to Dec 2019



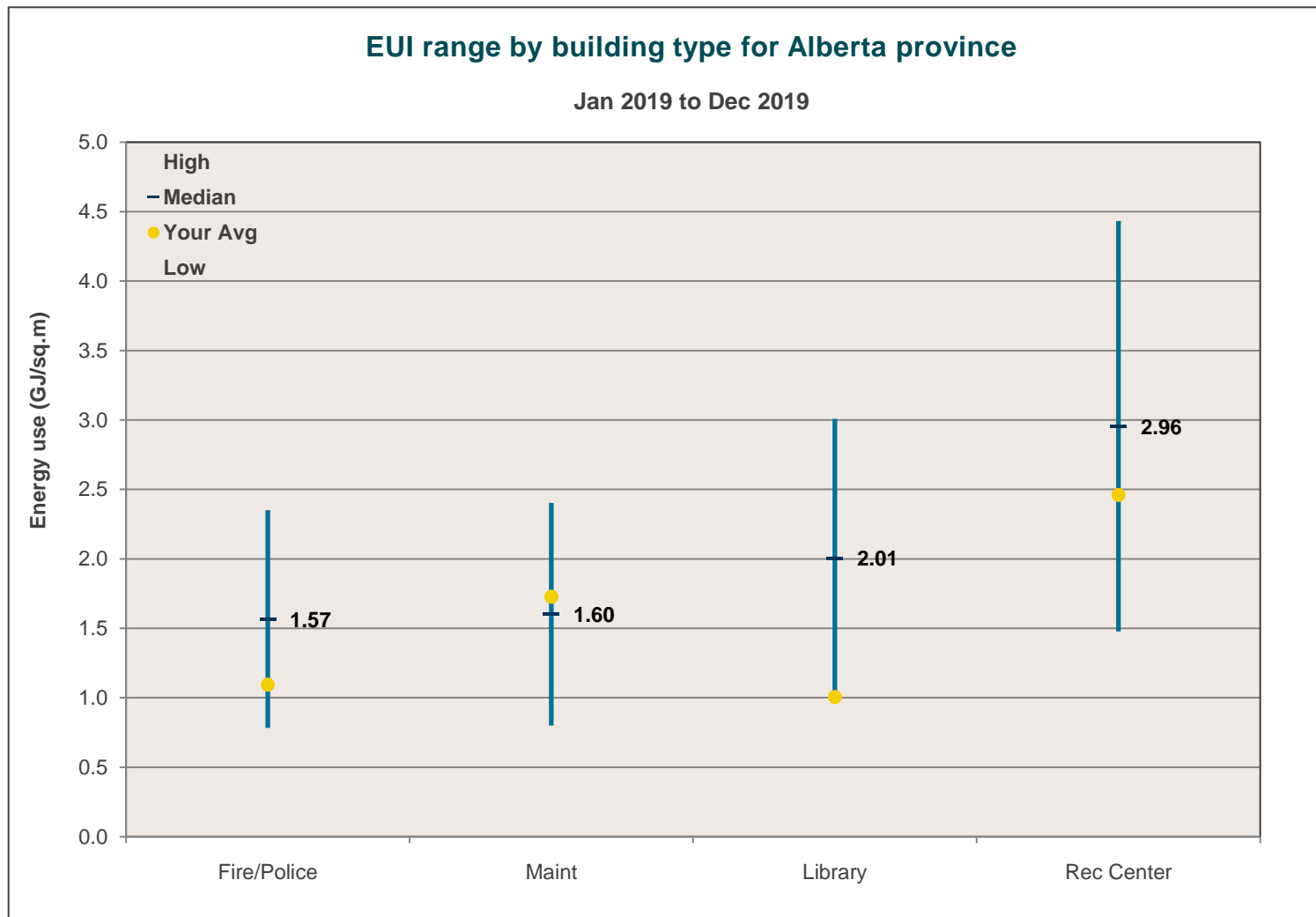
ENERGY USAGE PROFILE FOR YOUR MUNICIPALITY

The following graph shows the monthly energy usage (left vertical axis) and degree days (right vertical axis) for your municipality. Natural gas and heating degree days (i.e., blue dotted line) peak during the winter months when it is necessary to heat your building. Electricity remains somewhat flat throughout the year as there are less heating & cooling requirements at your facilities. The natural gas base load is reflected in months where there are the fewest heating degree days (i.e., Jun-Aug).



MEDIANS FOR YOUR PROVINCE

The following chart shows the range of energy use (GJ/Sq.m) of municipal building types for your province. The blue dash (which is labeled) represents the median for each building type. The orange dot illustrates where your buildings within each category fall on the range. Notice that some building types tend to consume more energy per square meter than others. For example, the median fire/police station consumes more energy per square meter than the median city hall / office.



BREAKDOWN OF ENERGY USAGE

The following pie chart illustrates the relative contribution of each site to your overall energy consumption. Notice how the pie is divided between both individual sites and building types, as larger slices are more likely to present opportunities for energy-improvement and cost reduction.

Energy use breakdown

■ Water ■ Rec Center ■ Maint ■ Library ■ Fire/Police

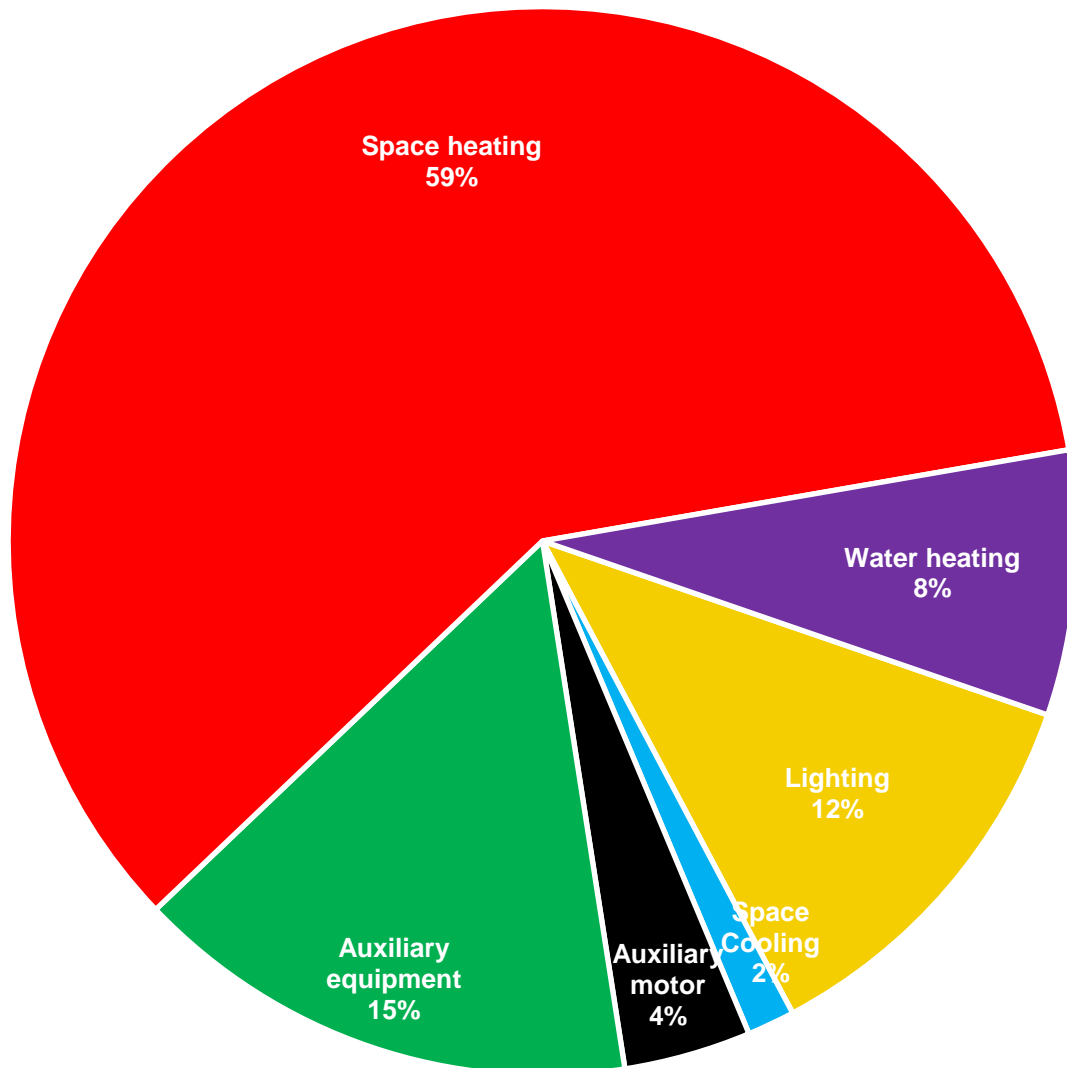


BREAKDOWN OF ESTIMATED END-USE

The following pie chart illustrates the estimated contribution of each energy system to overall consumption. We have applied your municipality's usage to end-use models² that profile the consumption of similar building types³ in your province. Using this approach, the following chart estimates the amount of energy used for space heating & cooling, lighting, water heating, lighting, auxiliary equipment, and auxiliary motor. Notice which systems make up larger slices and are more likely to present opportunities for energy-improvement and cost reduction.

Estimated End-Use Consumption (GJ)

Jan 2019 to Dec 2019



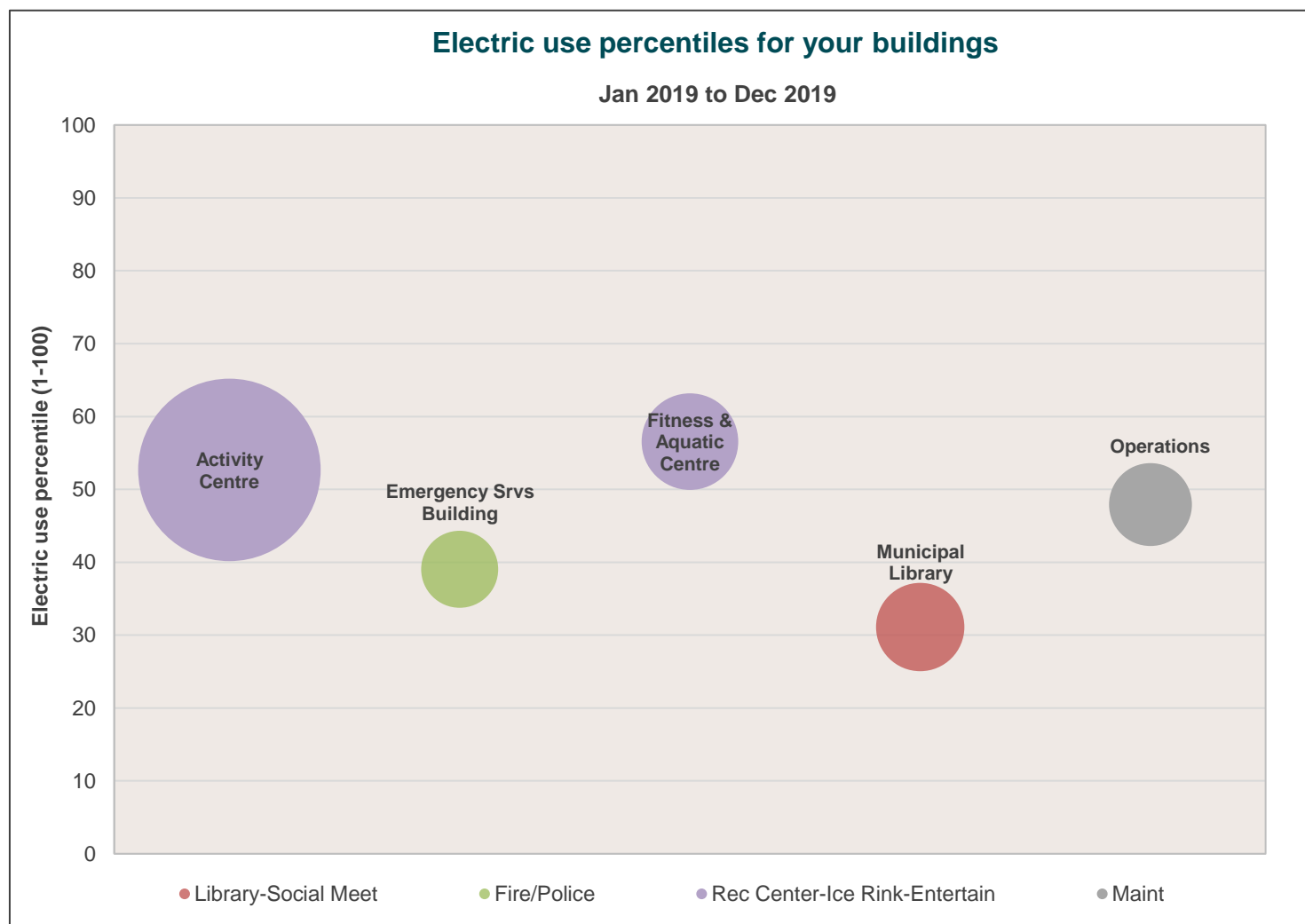
²The building load shapes that provide basis for end-use analysis were pulled from:

https://oee.nrcan.gc.ca/corporate/statistics/neud/dpa/menus/trends/comprehensive_tables/list.cfm

³ Water facilities are not included in the above chart due to lack of available end-use data on water building types in the province of Alberta.

ELECTRIC USE PERCENTILES FOR YOUR BUILDINGS

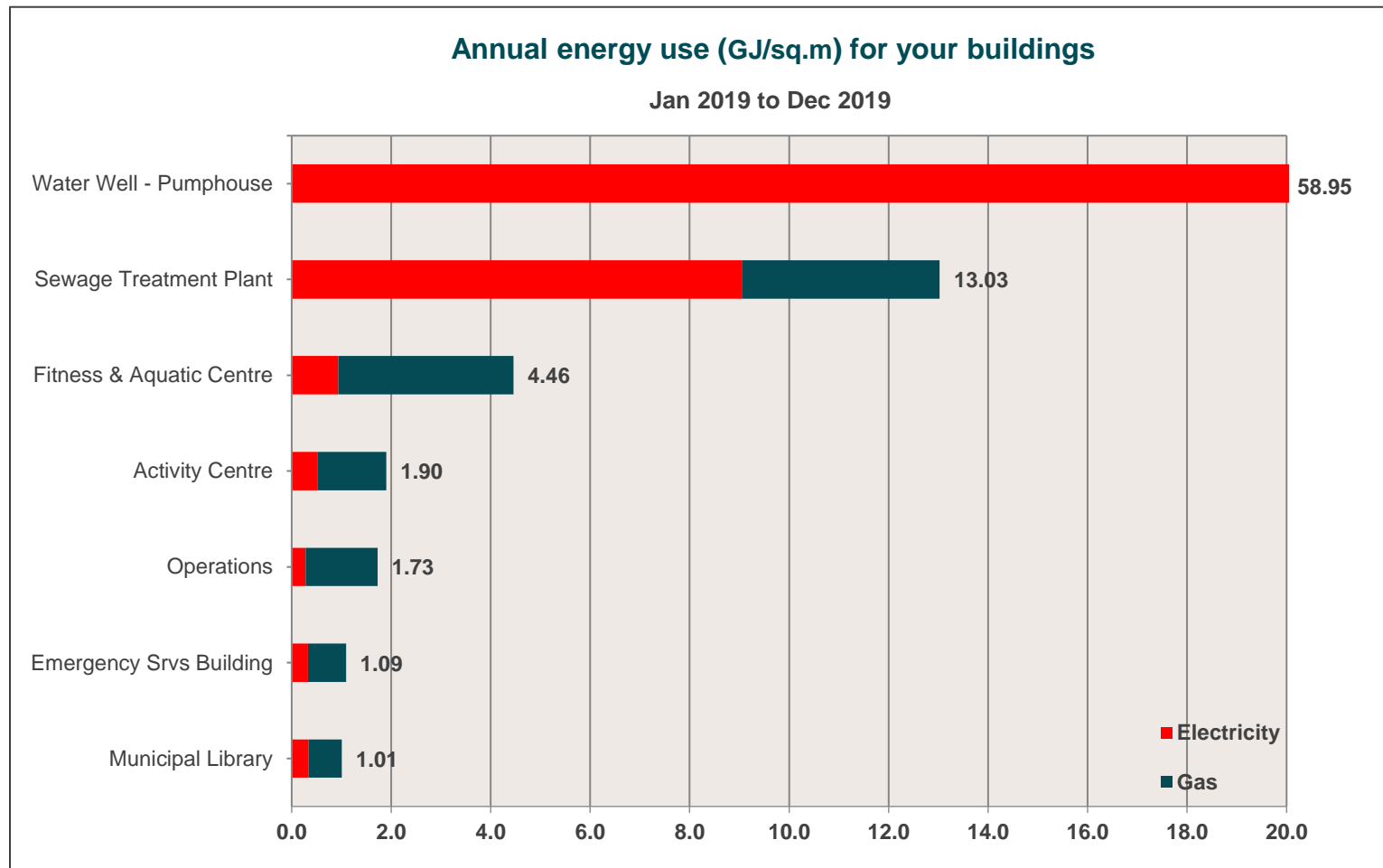
A percentile indicates where a point falls among an entire distribution. The chart below illustrates your buildings' percentiles⁴ with respect to electricity use only (GJ/sq.m) compared to other building types in the province of Alberta. Higher percentiles reflect buildings with greater electric use (i.e., toward top of the chart). Circle size reflects building square meters and circle color indicates building type. A large circle located toward the top of the chart points to a larger facility that consumes significantly more electricity per square meter than its peers. Buildings are sorted alphabetically on the horizontal axis.



⁴ Water facilities are not included in the above chart due to lack of available peer comparison data on similar water building types in the province of Alberta.

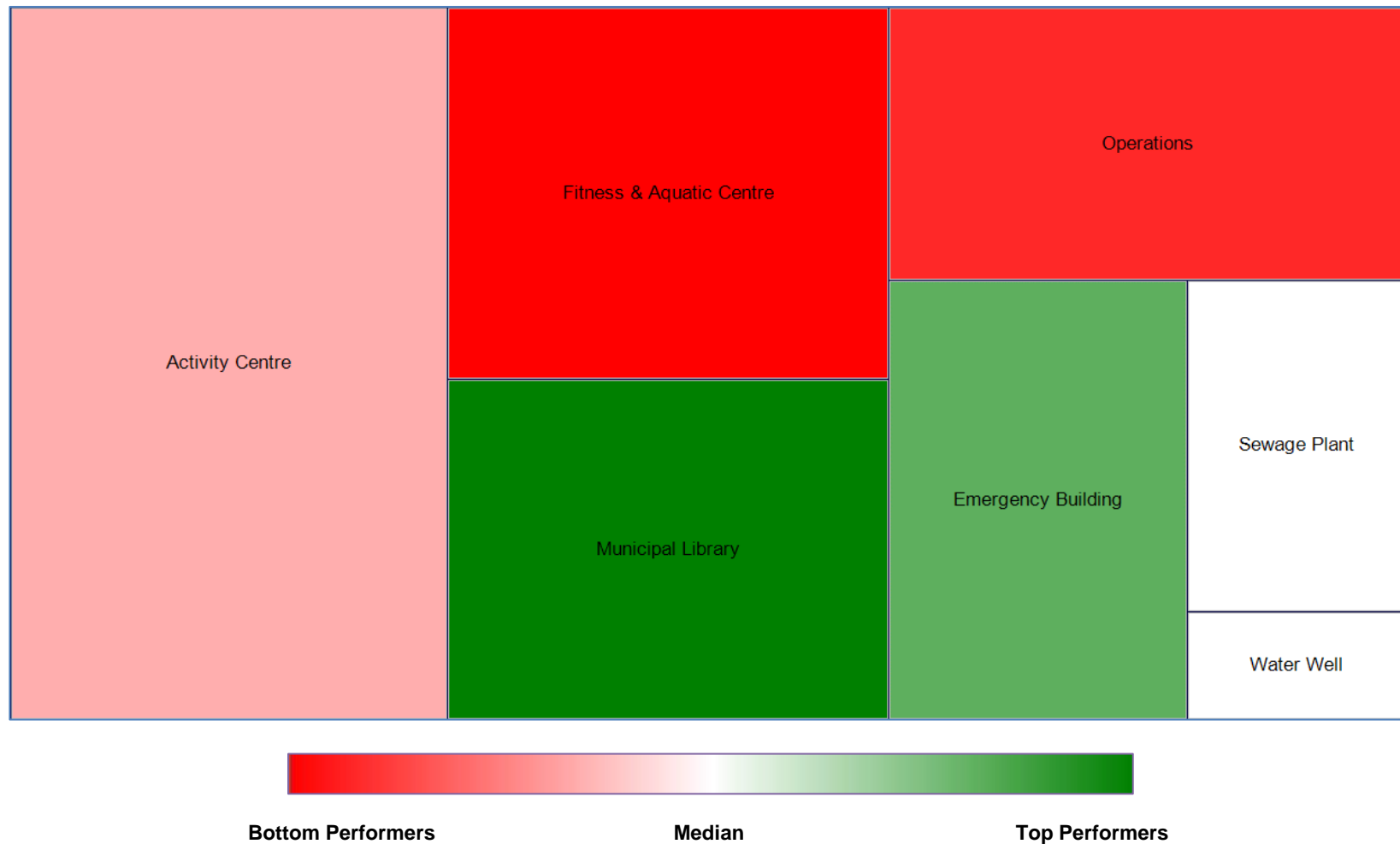
COMPARISON BETWEEN YOUR BUILDINGS

The following chart shows the energy use (GJ/Sq.m) for each of your buildings. The red and blue bars signify the portions of overall energy use attributable to electricity & natural gas, respectively.



TARGETING BUILDINGS FOR FURTHER ASSESSMENT

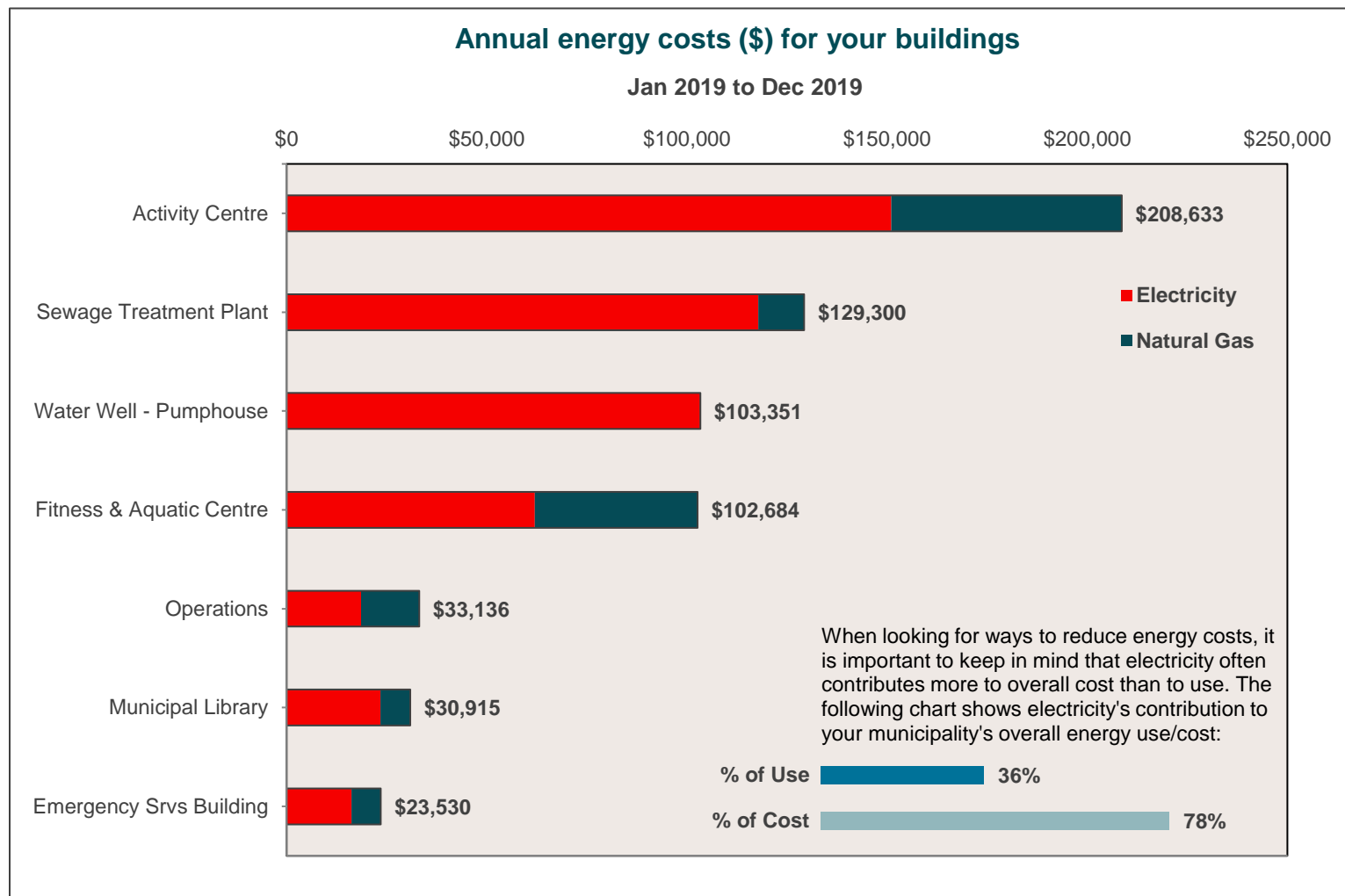
The following conceptual chart shows the energy savings opportunity for each of your municipal buildings⁵. The size of each box indicates the respective square meters of each building, and the color represents its energy performance compared to the median. For example, a large dark red box points to a large building that is consuming significantly more energy per square meter than the median, which would make it an ideal building to target for further assessment. Most boxes below are shaded green which indicates the positive energy performance of your municipal buildings compared to the medians of similar building types in the province of Alberta.



⁵ Water facilities are not included in the above chart due to lack of available peer comparison data on similar water building types in the province of Alberta.

Energy costs

Because the cost of energy fluctuates regularly, it is best to think in terms of energy use (normalized consumption per square meter). However, annual energy cost is another valuable way to decide where to focus your energy efficiency efforts. The chart below displays your municipality's annual energy cost by building. The red and blue bars signify the portions of overall energy use attributable to electricity & natural gas, respectively.



Detailed energy performance analysis of buildings⁶

The energy performance benchmarking analysis charts on the following pages summarize the utility data, operating characteristics, and energy performance of your municipal buildings. Below are descriptions and sample parts that illustrate how to interpret the charts.

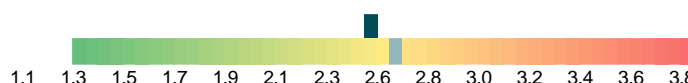
CLEARResult BENCHMARKS

The first column is the median for each energy performance metric (for your province and building type), followed by your building's calculated benchmarks.

| CLEARResult benchmarks | Median* | Your municipality |
|----------------------------|---------|-------------------|
| Energy use index (GJ/sq.m) | 2.61 | 2.55 |

ENERGY PERFORMANCE COLOR SCALE

The scales illustrate where your building ranks compared to the median with respect to each energy benchmark. The median for each performance metric is colored light blue and your building's energy benchmarks are colored dark blue. The color-coded scale shows the range of values in our database for each energy performance metric. The scale moves from those buildings performing well (green) to average (yellow) to poorly (red). Please notice where your building(s) falls on this continuum.



BUILDING CHARACTERISTICS

Building characteristics typically includes the type of building, year built, gross floor area, and any operating characteristics solicited by EPA portfolio manager to produce an energy performance rating.

| Municipality characteristics | |
|------------------------------|-----------|
| Province | Alberta |
| Type of building | All Bldgs |
| Year built | N/A |
| Floor area (sq.m) | 16,154 |
| Number of workers | 85 |

MONTHLY UTILITY DATA

For each billing period, this includes electric usage (kWh), electric demand (kW), total current electric charges (\$), natural gas consumption (GJ), and total current natural gas charges (\$).

| Monthly utility data | | | | | |
|----------------------|---------|-----|----------|-------|----------|
| Month | kWh | kW | Cost | GJ | Cost |
| Jan-19 | 364,532 | 882 | \$42,180 | 3,152 | \$17,510 |
| Feb-19 | 341,536 | 874 | \$39,920 | 4,146 | \$23,740 |

ENERGY USE / COST SUMMARY

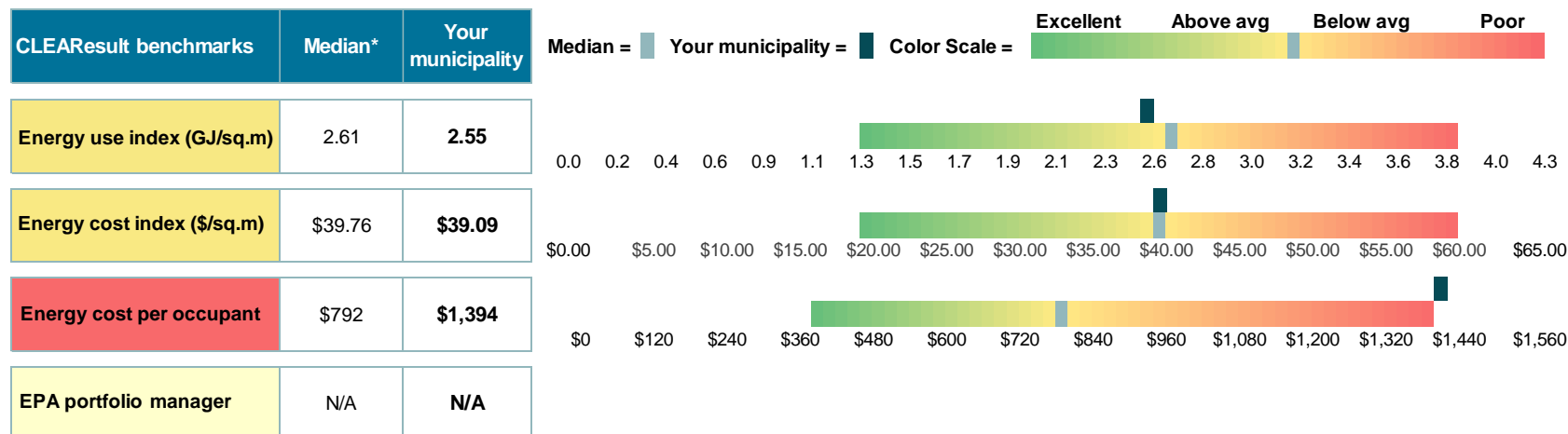
Annual electric and natural gas totals are reported for the current year. Electricity's respective contributions to overall energy usage/ cost as well as the respective annual unit costs of electricity and natural gas are also reported in these columns.

| Annual energy use/cost summary | |
|--------------------------------|-----------|
| Usage- Electricity (kWh) | 4,171,566 |
| Usage- Gas (therms) | 247,889 |
| Usage- Electricity (GJ) | 15,018 |
| Usage- Gas (GJ) | 26,149 |

¹ This report compares energy use based on utility bills and is not the result of an engineering assessment. The analysis is purely mathematical and is not meant to provide a subjective assessment of how buildings are managed or operated. Most of the indicators do not adjust for individual building conditions, and therefore should be used only as a tool in combination with knowledge of facility operations.

Energy performance benchmarking analysis

Municipal-wide summary / Municipality of Jasper



* Average for a similar profile of building types in the province of Alberta.

| Municipality characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|--|-----------|----------------------|---------|-----|----------|-------|----------|--------------------------------|-----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Province | Alberta | Jan-19 | 364,532 | 882 | \$42,180 | 3,152 | \$17,510 | Usage- Electricity (kWh) | 4,171,566 |
| Type of building | All Bldgs | Feb-19 | 341,536 | 874 | \$39,920 | 4,146 | \$23,740 | Usage- Gas (therms) | 247,889 |
| Year built | N/A | Mar-19 | 385,329 | 919 | \$41,796 | 3,131 | \$20,029 | Usage- Electricity (GJ) | 15,018 |
| Floor area (sq.m) | 16,154 | Apr-19 | 363,734 | 879 | \$40,896 | 2,101 | \$11,435 | Usage- Gas (GJ) | 26,149 |
| Number of workers | 85 | May-19 | 356,743 | 921 | \$38,476 | 1,413 | \$10,985 | Usage- Total energy (GJ) | 41,166 |
| Number of visitors | 421 | Jun-19 | 319,489 | 753 | \$43,557 | 959 | \$5,230 | Usage- Electricity % of total | 36% |
| Type of heating system | N/A | Jul-19 | 331,644 | 868 | \$40,077 | 1,018 | \$5,472 | Cost- Electricity (\$) | \$492,582 |
| Gnhse gases (tons CO2) | 3,729 | Aug-19 | 370,895 | 940 | \$43,959 | 1,141 | \$4,998 | Cost- Gas (\$) | \$138,967 |
| Monthly energy use (GJ) profile J F M A M J J A S O N D | | Sep-19 | 324,982 | 898 | \$37,971 | 1,217 | \$5,423 | Cost- Total energy (\$) | \$631,549 |
| | | Oct-19 | 340,215 | 834 | \$41,152 | 2,015 | \$9,170 | Cost- Electricity % of total | 78% |
| | | Nov-19 | 339,372 | 853 | \$40,701 | 2,636 | \$11,954 | Electricity cost per kWh | \$0.118 |
| | | Dec-19 | 333,094 | 903 | \$41,899 | 3,219 | \$13,021 | Gas cost per GJ | \$5.315 |
| | | | | | | | | | |

Current energy use tables

ENERGY PERFORMANCE BY BUILDING TYPE

The table below shows the year built, square meters, energy use index (GJ/Sq.m), energy cost index (\$/Sq.m), and EPA portfolio manager rating (if applicable) of each facility. These energy performance indicators are *grouped by building type*, and then sorted from lowest to highest energy use index. The red and blue bars signify the portions of overall energy use attributable to electricity & natural gas, respectively. Notice how your municipality's benchmarks compare to median benchmarks.

Energy performance indicators grouped by building type

Buildings are ranked by energy use index within each building type.

| Facility name | Year built | Square meters | Annual EUI (GJ/Sq.m) or site energy | ECI (\$/Sq.m) | Cost per Occupant | ENERGY STAR® score | |
|---------------------------------------|------------|---------------|-------------------------------------|---------------|-------------------|--------------------|-----|
| Fire/Police - Alberta climate average | | | 1.57 | <div></div> | \$21.59 | \$1,915 | N/A |
| Emergency Services Building | 2002 | 1,468 | 1.09 | <div></div> | \$16.02 | \$2,941 | N/A |
| Library - Alberta climate average | | | 2.01 | <div></div> | \$27.96 | \$205 | N/A |
| Municipal Library | 2016 | 1,932 | 1.01 | <div></div> | \$16.00 | \$372 | N/A |
| Maint - Alberta climate average | | | 1.60 | <div></div> | \$19.16 | \$1,459 | N/A |
| Operations | 2004 | 1,700 | 1.73 | <div></div> | \$19.49 | \$1,183 | N/A |
| Rec Center - Alberta climate average | | | 2.96 | <div></div> | \$33.31 | \$1,034 | N/A |
| Activity Centre | 1961 | 8,243 | 1.90 | <div></div> | \$25.31 | \$1,043 | N/A |
| Fitness & Aquatic Centre | 1988 | 2,309 | 4.46 | <div></div> | \$44.47 | \$790 | N/A |
| Water - Alberta climate average | | | N/A | | N/A | N/A | N/A |
| Sewage Treatment Plant | 2002 | 454 | 13.03 | <div></div> | \$284.69 | \$43,100 | N/A |
| Water Well - Pumphouse | 2007 | 48 | 58.95 | <div></div> | \$2,174.89 | \$103,351 | N/A |

ESTIMATED END-USE CONSUMPTION BY BUILDING

The following table breaks down energy use (kBtu/Sq.ft) into cooling, space heating, ventilation, water heating, lighting, and other purposes (computing, cooking, plug loads, refrigeration, etc.). Each building's monthly energy use has been applied to an engineering model that profiles the hourly use of a similar building type⁷ in its local climate region. This information can be used to begin to think about energy-improvement measures at a high level. Of course, building walk-throughs and equipment audits should be conducted to identify specific opportunities. Buildings are sorted in alphabetical order with municipality averages provided for internal comparison.

Energy use profile breakdown (Cont'd)

Buildings are sorted in alphabetical order.

| Facility name | Annual EUI (GJ/Sq.m) | Lighting (GJ/Sq.m) | Space Cooling (GJ/Sq.m) | Auxiliary motor (GJ/Sq.m) | Auxiliary equipment (GJ/Sq.m) | Space heating (GJ/Sq.m) | Water heating (GJ/Sq.m) |
|-----------------------------|----------------------|--------------------|-------------------------|---------------------------|-------------------------------|-------------------------|-------------------------|
| District Average | 2.01 | 0.24 | 0.03 | 0.08 | 0.31 | 1.19 | 0.16 |
| Activity Centre | 1.90 | 0.22 | 0.03 | 0.07 | 0.29 | 1.13 | 0.16 |
| Emergency Services Building | 1.09 | 0.14 | 0.02 | 0.04 | 0.15 | 0.68 | 0.06 |
| Fitness & Aquatic Centre | 4.46 | 0.53 | 0.07 | 0.17 | 0.67 | 2.65 | 0.37 |
| Municipal Library | 1.01 | 0.12 | 0.01 | 0.03 | 0.22 | 0.53 | 0.09 |
| Operations | 1.73 | 0.22 | 0.02 | 0.07 | 0.24 | 1.06 | 0.11 |

⁷ Water facilities are not included in the above chart due to lack of available peer end-use data on similar water building types in the province of Alberta.

ENERGY IMPROVEMENT OPPORTUNITY BY QUARTILES

Energy benchmarks can help prioritize sites for further assessment. We have looked across gross floor area (Sq.m), site energy use (GJ/Sq.m), site energy cost (\$/Sq.m), and ENERGY STAR® score (if applicable) to take a holistic view of opportunity. The following table sorts your buildings into quartiles by estimated opportunity for energy-improvements. Buildings in the last quartile (red dots) display opportunity across multiple indicators and may be worth targeting for further assessment.

Energy improvement opportunity by building

Buildings are sorted by estimated opportunity into quartiles.

| | | | |
|----------------|----------------|----------------|----------------|
| ● 1st Quartile | ● 2nd Quartile | ● 3rd Quartile | ● 4th Quartile |
|----------------|----------------|----------------|----------------|

| | Facility name | Square meters | Energy use (GJ / Sq.m) | Energy cost (\$/Sq.m) | Energy cost per occupant | ENERGY STAR® score | Overall Quartile |
|--------------|-----------------------------|---------------|------------------------|-----------------------|--------------------------|--------------------|------------------|
| 1st quartile | Water Well - Pumphouse | 48 | 58.95 | \$2,174.89 | \$103,351 | N/A | ● |
| | Emergency Services Building | 1,468 | 1.09 | \$16.02 | \$2,941 | N/A | ● |
| 2nd quartile | Operations | 1,700 | 1.73 | \$19.49 | \$1,183 | N/A | ● |
| | Municipal Library | 1,932 | 1.01 | \$16.00 | \$372 | N/A | ● |
| 3rd quartile | Sewage Treatment Plant | 454 | 13.03 | \$284.69 | \$43,100 | N/A | ● |
| 4th quartile | Fitness & Aquatic Centre | 2,309 | 4.46 | \$44.47 | \$790 | N/A | ● |
| | Activity Centre | 8,243 | 1.90 | \$25.31 | \$1,043 | N/A | ● |

Translating the numbers into savings

Although benchmarking does not tell you what specific equipment or building features need to be improved, or how much it will cost to make the improvements, it can help you determine the general magnitude of the opportunities available and on which buildings to focus. Comparing the energy performance of your buildings is the first step toward improving performance and saving money.

Energy efficiency equipment upgrades and operations improvements can have a dramatic financial impact on an organization. The table below illustrates how many budget dollars your municipality would save under various savings target scenarios.

Potential energy cost savings by energy use quartile

Quartiles are represented by green, yellow, orange, and red.

| | Square meters | EUI (GJ/Sq.m) | Annual energy costs | Savings target | Annual dollars saved |
|--------------|---------------|---------------|---------------------|----------------|----------------------|
| 1st Quartile | 1,500 | 2.91 | \$127,000 | 2.5% | \$3,200 |
| 2nd Quartile | 3,600 | 1.34 | \$64,000 | 5.0% | \$3,200 |
| 3rd Quartile | 500 | 13.03 | \$129,000 | 7.5% | \$9,700 |
| 4th Quartile | 10,600 | 2.46 | \$312,000 | 10.0% | \$31,200 |
| Total | 16,200 | 2.55 | \$632,000 | 7.5% | \$47,300 |

More detailed information about the building(s) should be gathered and analyzed to verify the magnitude of the opportunities and then move forward with improvement projects. Please refer to the previous page to see which buildings belong to each energy use group.

The table below presents your savings opportunity in a different way, showing how many budget dollars your municipality would save by reducing energy costs at your buildings by 5, 10, or 15 percent.

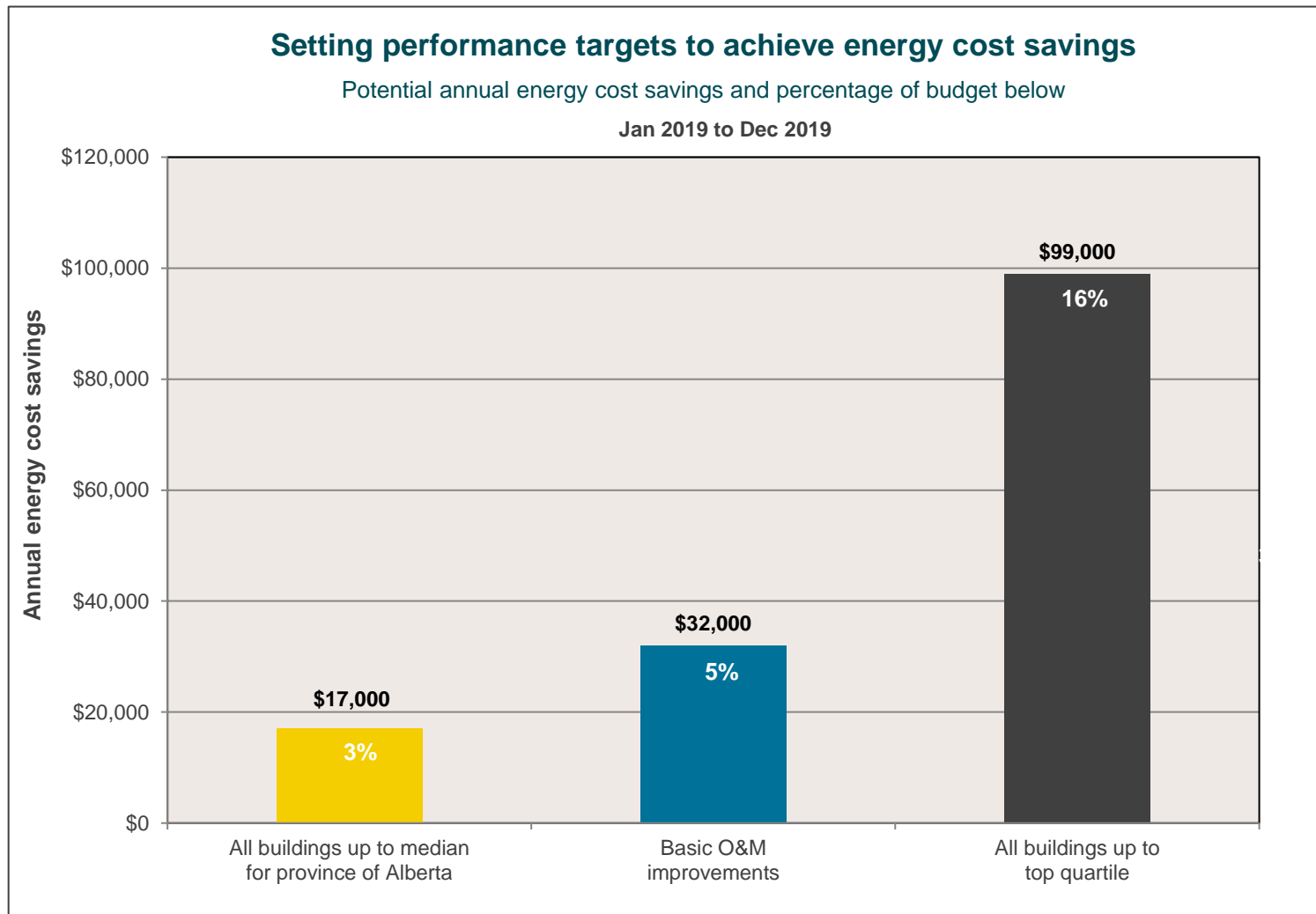
Potential energy cost savings by percentage reduction

| Municipality of Jasper annual energy cost | X | Savings target | = | Annual dollars saved |
|--|---|-------------------|---|-------------------------|
| \$632,000 | | 5% | | \$32,000 |
| | | 10% | | \$63,000 |
| | | 15% | | \$95,000 |

The next step towards realizing these savings is to identify specific energy efficiency opportunities within your municipality. Your Program Consultant can help you identify and evaluate energy efficiency opportunities and help you calculate the anticipated cost savings and cash incentives for each energy efficiency measure.

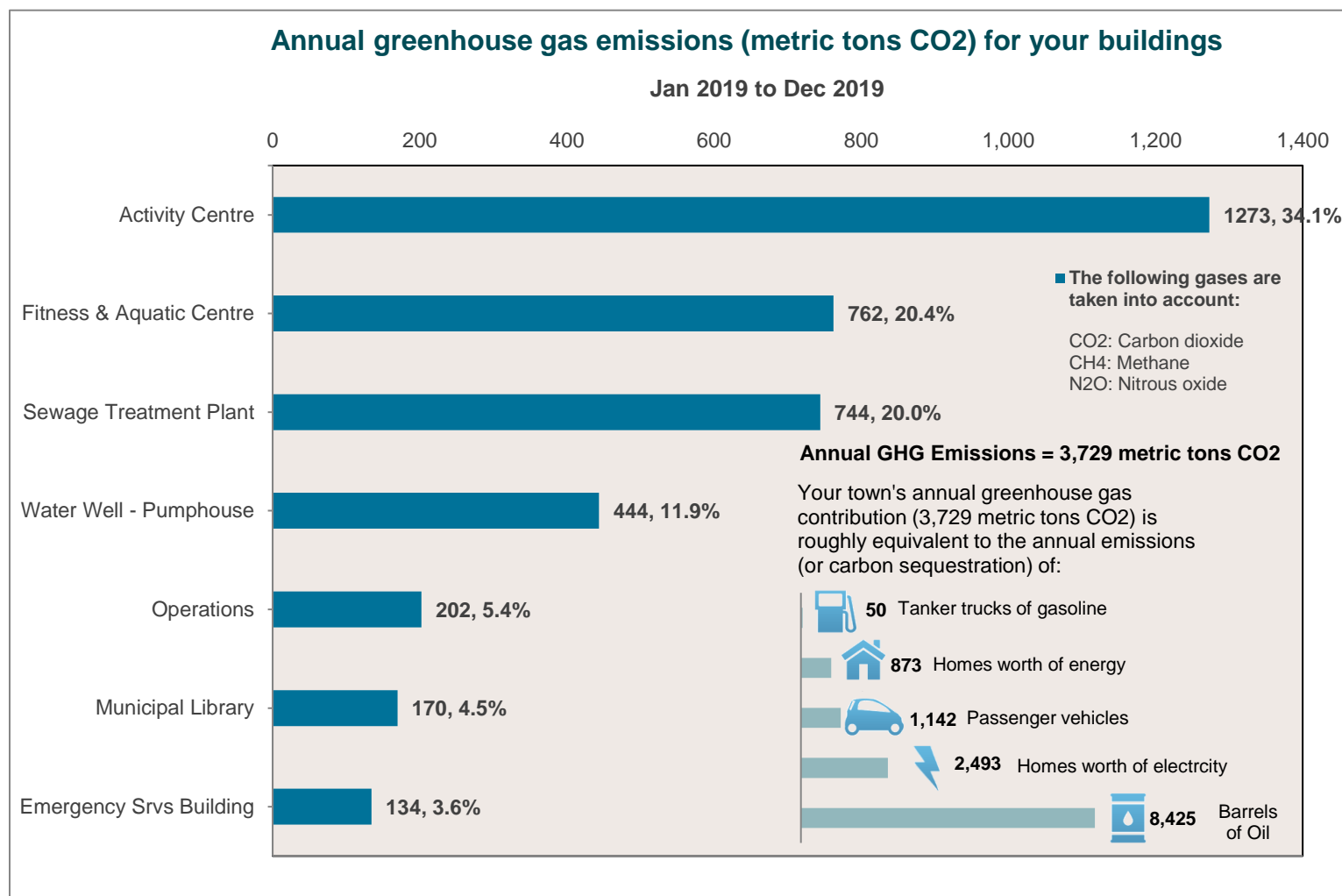
TARGETING ENERGY COST SAVINGS

The following chart shows how many annual budget dollars your municipality could save (at current unit costs) by achieving various energy performance targets. Five percent annual energy cost savings can typically be achieved solely by improving operations and maintenance procedures within your organization. Reducing energy consumption to such a level where all facilities are performing on par with median benchmarks or in the top quartile compared to their peers in the province of Alberta will provide even greater opportunities for energy cost savings.



Greenhouse gas emissions⁸

With scientific evidence connecting greenhouse gas (GHG) emissions from human activities to global climate change, many municipalities are looking to find ways to reduce their 'carbon footprint'. This benchmarking analysis accounts for GHG emissions produced by 12 months of electricity and heating fuel (natural gas) consumption. The following table illustrates what consumption levels are roughly equivalent emissions to your municipality's annual greenhouse gas contribution.



⁸ The information in this section on greenhouses gases was derived in large part from the [Carbon Offset Emission Factors Handbook version 2.0](#) developed by the government of Alberta for the quantification and reporting of greenhouse gas emissions inventories. Natural gas conversion factors can be referenced at: [NRCan conversion factors](#).

Appendix

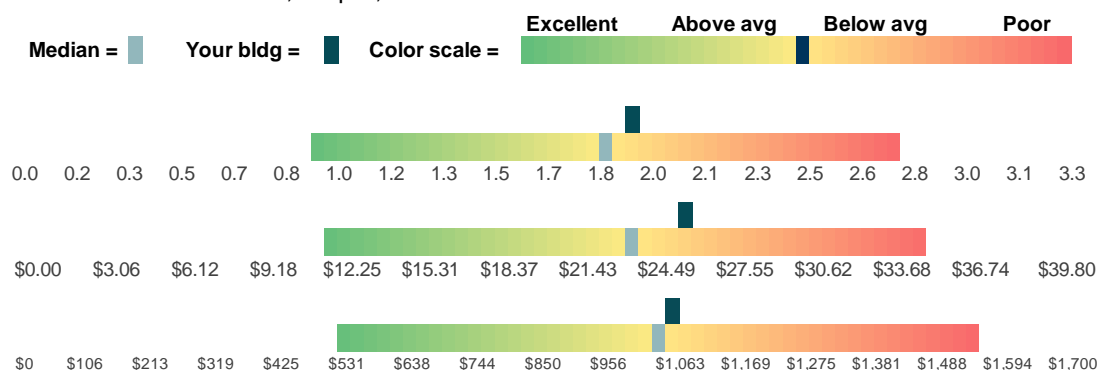
ENERGY PERFORMANCE CHARTS FOR INDIVIDUAL BUILDINGS

Energy performance benchmarking analysis

Activity Centre / Municipality of Jasper

303 Bonhomme St, Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-----------------------------|---------|----------------|
| Energy use index (GJ/sq.m) | 1.85 | 1.90 |
| Energy cost index (\$/sq.m) | \$23.19 | \$25.31 |
| Energy cost per occupant | \$1,034 | \$1,043 |
| EPA portfolio manager | N/A | N/A |



* Median for rec center building types in the province of Alberta.

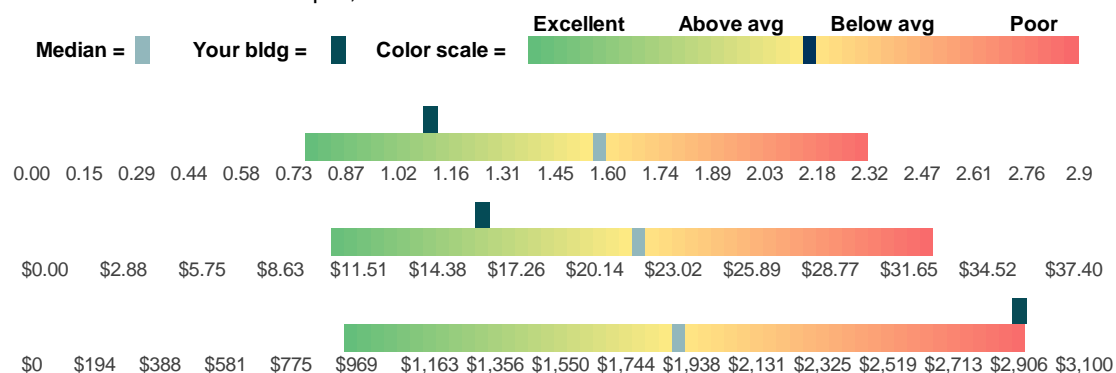
| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---------------------------------|------------|----------------------|---------|-----|----------|-------|---------|--------------------------------|-----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Rec Center | Jan-19 | 116,627 | 306 | \$13,894 | 1,304 | \$7,035 | Usage: Electricity (kWh) | 1,206,164 |
| Year built | 1961 | Feb-19 | 107,269 | 290 | \$12,567 | 1,683 | \$8,669 | Usage: Gas (therms) | 107,397 |
| Floor area (sq.m) | 8,243 | Mar-19 | 125,467 | 315 | \$13,183 | 1,353 | \$8,010 | Usage: Electricity (GJ) | 4,342 |
| Number of workers | 30 | Apr-19 | 105,084 | 298 | \$12,542 | 844 | \$4,521 | Usage: Gas (GJ) | 11,329 |
| Number of visitors | 200 | May-19 | 81,006 | 345 | \$12,911 | 556 | \$4,307 | Usage: Total energy (GJ) | 15,671 |
| Number of PCs | 44 | Jun-19 | 56,259 | 166 | \$8,919 | 385 | \$2,477 | Usage: Electricity % of total | 28% |
| Type of heating system | Gas | Jul-19 | 67,715 | 282 | \$10,642 | 415 | \$2,447 | Cost: Electricity (\$) | \$151,033 |
| Gnhse gases (tons CO2) | 1,273 | Aug-19 | 112,690 | 341 | \$13,952 | 494 | \$2,361 | Cost: Gas (\$) | \$57,600 |
| Monthly energy use (GJ) profile | | Sep-19 | 91,054 | 311 | \$11,769 | 558 | \$2,695 | Cost: Total energy (\$) | \$208,633 |
| | | Oct-19 | 118,791 | 288 | \$14,286 | 1,033 | \$4,530 | Cost: Electricity % of total | 72% |
| | | Nov-19 | 113,320 | 292 | \$13,070 | 1,331 | \$5,336 | Electricity cost per kWh | \$0.125 |
| | | Dec-19 | 110,883 | 305 | \$13,297 | 1,374 | \$5,211 | Gas cost per GJ | \$5.084 |

Energy performance benchmarking analysis

Emergency Services Building / Municipality of Jasper

518 Geikie St Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-----------------------------|---------|-----------|
| Energy use index (GJ/sq.m) | 1.57 | 1.09 |
| Energy cost index (\$/sq.m) | \$21.59 | \$16.02 |
| Energy cost per occupant | \$1,915 | \$2,941 |
| EPA portfolio manager | N/A | N/A |



* Median for fire/police building types in the province of Alberta.

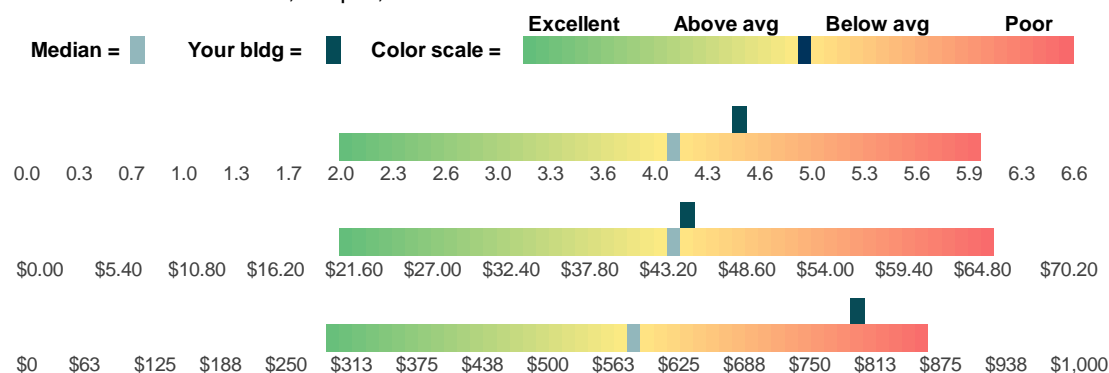
| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---------------------------------|-------------|----------------------|--------|----|---------|-----|---------|--------------------------------|----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Fire/Police | Jan-19 | 13,845 | 31 | \$1,598 | 190 | \$1,085 | Usage: Electricity (kWh) | 133,759 |
| Year built | 2002 | Feb-19 | 13,682 | 32 | \$1,733 | 252 | \$1,755 | Usage: Gas (therms) | 10,662 |
| Floor area (sq.m) | 1,468 | Mar-19 | 13,656 | 23 | \$1,413 | 135 | \$1,262 | Usage: Electricity (GJ) | 482 |
| Number of workers | 8 | Apr-19 | 12,035 | 27 | \$1,393 | 70 | \$440 | Usage: Gas (GJ) | 1,125 |
| Number of visitors | 2 | May-19 | 11,556 | 17 | \$1,565 | 28 | \$412 | Usage: Total energy (GJ) | 1,606 |
| Number of PCs | 8 | Jun-19 | 8,426 | 17 | \$995 | 14 | \$150 | Usage: Electricity % of total | 30% |
| Type of heating system | Gas | Jul-19 | 8,157 | 22 | \$1,065 | 11 | \$91 | Cost: Electricity (\$) | \$16,242 |
| Gnhse gases (tons CO2) | 134 | Aug-19 | 8,154 | 19 | \$1,071 | 11 | \$75 | Cost: Gas (\$) | \$7,288 |
| Monthly energy use (GJ) profile | | Sep-19 | 7,825 | 16 | \$875 | 28 | \$108 | Cost: Total energy (\$) | \$23,530 |
| | | Oct-19 | 10,172 | 24 | \$1,325 | 85 | \$379 | Cost: Electricity % of total | 69% |
| | | Nov-19 | 12,641 | 29 | \$1,625 | 139 | \$703 | Electricity cost per kWh | \$0.121 |
| | | Dec-19 | 13,609 | 26 | \$1,583 | 163 | \$830 | Gas cost per GJ | \$6.480 |

Energy performance benchmarking analysis

Fitness & Aquatic Centre / Municipality of Jasper

305 Bonhomme St, Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-----------------------------|---------|-----------|
| Energy use index (GJ/sq.m) | 4.06 | 4.46 |
| Energy cost index (\$/sq.m) | \$43.44 | \$44.47 |
| Energy cost per occupant | \$581 | \$790 |
| EPA portfolio manager | N/A | N/A |



* Median for rec center building types in the province of Alberta.

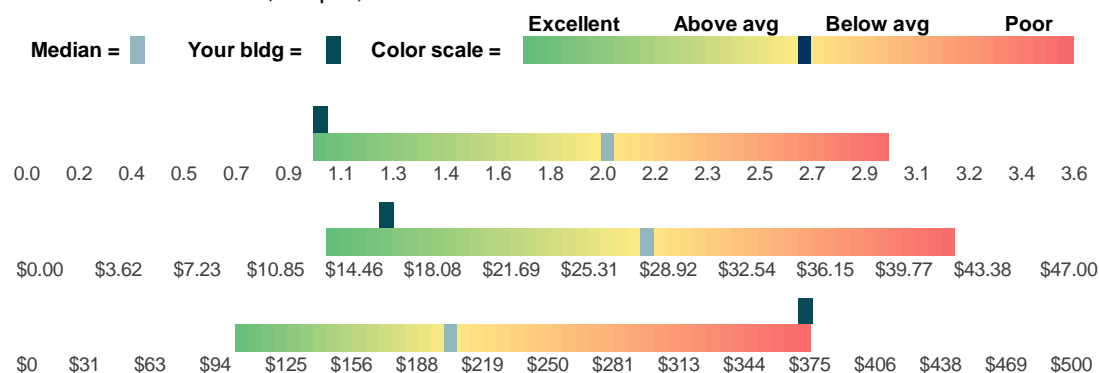
| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---------------------------------|------------|----------------------|--------|-----|---------|-------|---------|--------------------------------|-----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Rec Center | Jan-19 | 60,570 | 96 | \$5,968 | 928 | \$4,893 | Usage: Electricity (kWh) | 599,891 |
| Year built | 1988 | Feb-19 | 56,032 | 98 | \$5,614 | 1,213 | \$6,533 | Usage: Gas (therms) | 77,105 |
| Floor area (sq.m) | 2,309 | Mar-19 | 60,271 | 97 | \$5,472 | 940 | \$5,516 | Usage: Electricity (GJ) | 2,160 |
| Number of workers | 10 | Apr-19 | 57,334 | 93 | \$5,585 | 749 | \$3,579 | Usage: Gas (GJ) | 8,133 |
| Number of visitors | 130 | May-19 | 62,333 | 84 | \$6,359 | 615 | \$4,053 | Usage: Total energy (GJ) | 10,293 |
| Number of PCs | 6 | Jun-19 | 59,394 | 84 | \$5,433 | 461 | \$1,868 | Usage: Electricity % of total | 21% |
| Type of heating system | Gas | Jul-19 | 59,423 | 84 | \$5,872 | 519 | \$2,142 | Cost: Electricity (\$) | \$61,994 |
| Gnhse gases (tons CO2) | 762 | Aug-19 | 57,650 | 102 | \$5,909 | 564 | \$2,105 | Cost: Gas (\$) | \$40,690 |
| Monthly energy use (GJ) profile | | Sep-19 | 45,142 | 100 | \$4,998 | 454 | \$2,066 | Cost: Total energy (\$) | \$102,684 |
| | | Oct-19 | 23,343 | 43 | \$3,502 | 396 | \$2,254 | Cost: Electricity % of total | 60% |
| | | Nov-19 | 24,936 | 46 | \$3,345 | 456 | \$2,403 | Electricity cost per kWh | \$0.103 |
| | | Dec-19 | 33,464 | 79 | \$3,935 | 839 | \$3,278 | Gas cost per GJ | \$5.003 |

Energy performance benchmarking analysis


Municipal Library / Municipality of Jasper

500 Robson St, Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-----------------------------|---------|-----------|
| Energy use index (GJ/sq.m) | 2.01 | 1.01 |
| Energy cost index (\$/sq.m) | \$27.96 | \$16.00 |
| Energy cost per occupant | \$205 | \$372 |
| EPA portfolio manager | N/A | N/A |



* Median for library building types in the province of Alberta.

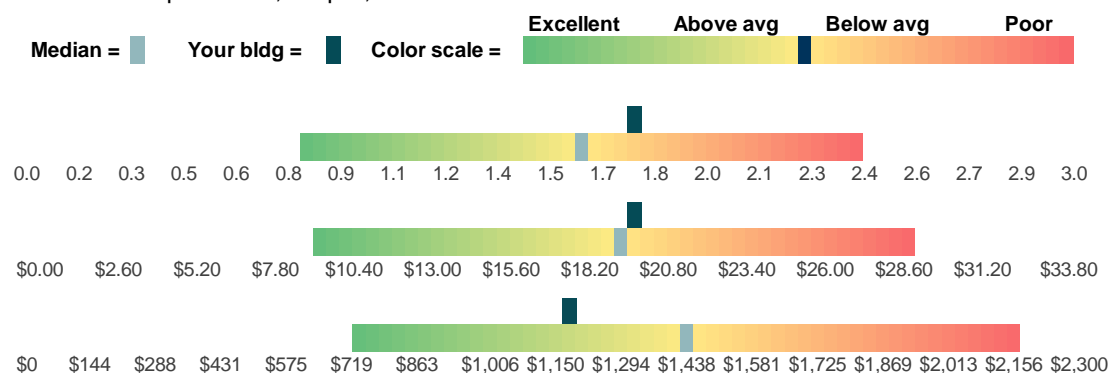
| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---|---------|----------------------|--------|----|---------|-----|---------|--------------------------------|----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Library | Jan-19 | 14,711 | 38 | \$1,776 | 143 | \$890 | Usage: Electricity (kWh) | 180,323 |
| Year built | 2016 | Feb-19 | 14,014 | 39 | \$1,905 | 208 | \$1,422 | Usage: Gas (therms) | 12,263 |
| Floor area (sq.m) | 1,932 | Mar-19 | 16,310 | 39 | \$2,050 | 142 | \$1,113 | Usage: Electricity (GJ) | 649 |
| Number of workers | 5 | Apr-19 | 14,070 | 37 | \$1,847 | 91 | \$513 | Usage: Gas (GJ) | 1,294 |
| Number of visitors | 83 | May-19 | 14,475 | 32 | \$1,936 | 58 | \$484 | Usage: Total energy (GJ) | 1,943 |
| Number of PCs | 3 | Jun-19 | 15,165 | 40 | \$2,016 | 46 | \$235 | Usage: Electricity % of total | 33% |
| Type of heating system | Gas | Jul-19 | 15,289 | 38 | \$1,914 | 44 | \$286 | Cost: Electricity (\$) | \$23,462 |
| Gnhse gases (tons CO2) | 170 | Aug-19 | 15,740 | 38 | \$2,112 | 45 | \$239 | Cost: Gas (\$) | \$7,452 |
| Monthly energy use (GJ) profile | | Sep-19 | 14,927 | 36 | \$1,761 | 58 | \$243 | Cost: Total energy (\$) | \$30,915 |
|  | | Oct-19 | 15,056 | 41 | \$2,061 | 105 | \$501 | Cost: Electricity % of total | 76% |
| | | Nov-19 | 15,935 | 41 | \$2,145 | 152 | \$721 | Electricity cost per kWh | \$0.130 |
| | | Dec-19 | 14,632 | 39 | \$1,939 | 202 | \$806 | Gas cost per GJ | \$5.761 |

Energy performance benchmarking analysis

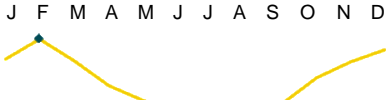
Operations / Municipality of Jasper

3 Compound Rd, Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-----------------------------|---------|-----------|
| Energy use index (GJ/sq.m) | 1.60 | 1.73 |
| Energy cost index (\$/sq.m) | \$19.16 | \$19.49 |
| Energy cost per occupant | \$1,459 | \$1,183 |
| EPA portfolio manager | N/A | N/A |



* Median for maint building types in the province of Alberta.

| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---|-------|----------------------|--------|----|---------|-----|---------|--------------------------------|----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Maint | Jan-19 | 14,022 | 35 | \$1,833 | 326 | \$1,939 | Usage: Electricity (kWh) | 131,248 |
| Year built | 2004 | Feb-19 | 13,297 | 38 | \$1,945 | 457 | \$2,937 | Usage: Gas (therms) | 23,352 |
| Floor area (sq.m) | 1,700 | Mar-19 | 12,453 | 38 | \$1,683 | 323 | \$2,387 | Usage: Electricity (GJ) | 472 |
| Number of workers | 28 | Apr-19 | 10,278 | 32 | \$1,437 | 181 | \$1,305 | Usage: Gas (GJ) | 2,463 |
| Number of visitors | 6 | May-19 | 10,362 | 32 | \$1,454 | 85 | \$896 | Usage: Total energy (GJ) | 2,936 |
| Number of PCs | 16 | Jun-19 | 9,013 | 35 | \$1,454 | 37 | \$355 | Usage: Electricity % of total | 16% |
| Type of heating system | Gas | Jul-19 | 9,253 | 33 | \$1,407 | 22 | \$301 | Cost: Electricity (\$) | \$18,639 |
| Gnhse gases (tons CO2) | 202 | Aug-19 | 9,356 | 32 | \$1,494 | 18 | \$125 | Cost: Gas (\$) | \$14,498 |
| Monthly energy use (GJ) profile | | Sep-19 | 8,818 | 29 | \$1,274 | 73 | \$211 | Cost: Total energy (\$) | \$33,136 |
|  | | Oct-19 | 10,448 | 28 | \$1,388 | 230 | \$860 | Cost: Electricity % of total | 56% |
| | | Nov-19 | 11,535 | 35 | \$1,723 | 322 | \$1,543 | Electricity cost per kWh | \$0.142 |
| | | Dec-19 | 12,413 | 32 | \$1,548 | 391 | \$1,637 | Gas cost per GJ | \$5.886 |

Energy performance benchmarking analysis

Sewage Treatment Plant / Municipality of Jasper

1 Cottonwood Ck Rd, Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-------------------------|---------|-----------|
|-------------------------|---------|-----------|

Median = N/A Your bldg =  Color scale = 

| | | |
|----------------------------|-----|-------|
| Energy use index (GJ/sq.m) | N/A | 13.03 |
|----------------------------|-----|-------|



| | | |
|-----------------------------|-----|----------|
| Energy cost index (\$/sq.m) | N/A | \$284.69 |
|-----------------------------|-----|----------|




| | | |
|--------------------------|-----|----------|
| Energy cost per occupant | N/A | \$43,100 |
|--------------------------|-----|----------|



| | | |
|-----------------------|-----|-----|
| EPA portfolio manager | N/A | N/A |
|-----------------------|-----|-----|

*No medians for comparison available for this building type

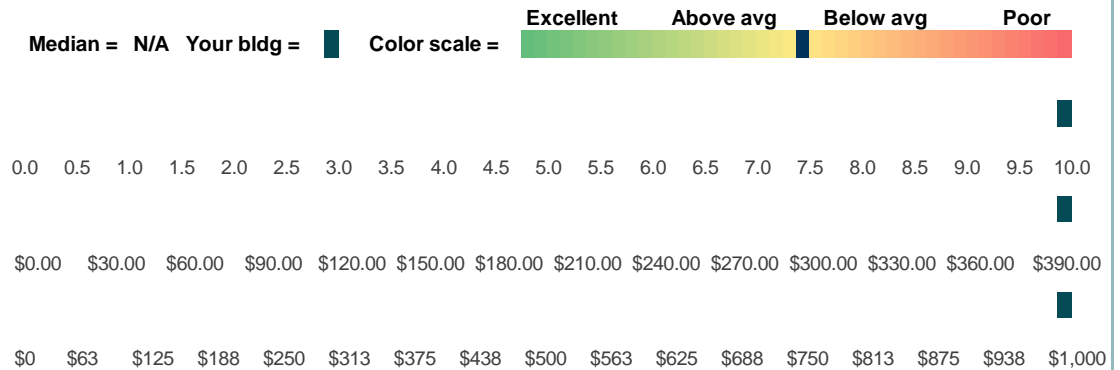
| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---|-------|----------------------|---------|-----|----------|-----|---------|--------------------------------|-----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Water | Jan-19 | 83,978 | 153 | \$8,854 | 263 | \$1,668 | Usage: Electricity (kWh) | 1,142,031 |
| Year built | 2002 | Feb-19 | 80,678 | 153 | \$8,360 | 334 | \$2,423 | Usage: Gas (therms) | 17,110 |
| Floor area (sq.m) | 454 | Mar-19 | 85,301 | 185 | \$9,027 | 238 | \$1,741 | Usage: Electricity (GJ) | 4,111 |
| Number of workers | 3 | Apr-19 | 96,319 | 169 | \$9,424 | 166 | \$1,078 | Usage: Gas (GJ) | 1,805 |
| Number of visitors | N/A | May-19 | 104,781 | 189 | \$10,432 | 71 | \$833 | Usage: Total energy (GJ) | 5,916 |
| Number of PCs | 2 | Jun-19 | 99,323 | 189 | \$10,208 | 16 | \$145 | Usage: Electricity % of total | 69% |
| Type of heating system | Gas | Jul-19 | 99,372 | 189 | \$9,965 | 7 | \$204 | Cost: Electricity (\$) | \$117,862 |
| Gnhse gases (tons CO2) | 744 | Aug-19 | 98,421 | 189 | \$10,464 | 8 | \$92 | Cost: Gas (\$) | \$11,438 |
| Monthly energy use (GJ) profile | | Sep-19 | 94,769 | 189 | \$8,912 | 46 | \$101 | Cost: Total energy (\$) | \$129,300 |
|  | | Oct-19 | 104,691 | 189 | \$10,290 | 167 | \$646 | Cost: Electricity % of total | 91% |
| | | Nov-19 | 108,681 | 189 | \$10,967 | 237 | \$1,249 | Electricity cost per kWh | \$0.103 |
| | | Dec-19 | 85,715 | 201 | \$10,961 | 251 | \$1,259 | Gas cost per GJ | \$6.338 |

Energy performance benchmarking analysis

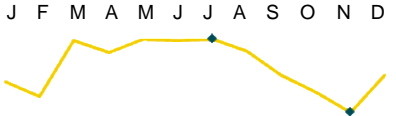
Water Well - Pumphouse / Municipality of Jasper

1001 Connaught Dr, Jasper, AB

| CLEAR result benchmarks | Median* | Your bldg |
|-----------------------------|---------|------------|
| Energy use index (GJ/sq.m) | N/A | 58.95 |
| Energy cost index (\$/sq.m) | N/A | \$2,174.89 |
| Energy cost per occupant | N/A | \$103,351 |
| EPA portfolio manager | N/A | N/A |



*No medians for comparison available for this building type

| Building characteristics | | Monthly utility data | | | | | | Annual energy use/cost summary | |
|---|----------|----------------------|--------|-----|----------|-----|------|--------------------------------|-----------|
| | | Month | kWh | kW | Cost | GJ | Cost | | |
| Type of building | Water | Jan-19 | 60,778 | 223 | \$8,257 | N/A | N/A | Usage: Electricity (kWh) | 778,150 |
| Year built | 2007 | Feb-19 | 56,564 | 224 | \$7,797 | N/A | N/A | Usage: Gas (therms) | N/A |
| Floor area (sq.m) | 48 | Mar-19 | 71,872 | 222 | \$8,967 | N/A | N/A | Usage: Electricity (GJ) | 2,801 |
| Number of workers | 1 | Apr-19 | 68,612 | 222 | \$8,668 | N/A | N/A | Usage: Gas (GJ) | N/A |
| Number of visitors | N/A | May-19 | 72,231 | 223 | \$3,818 | N/A | N/A | Usage: Total energy (GJ) | 2,801 |
| Number of PCs | 1 | Jun-19 | 71,909 | 223 | \$14,531 | N/A | N/A | Usage: Electricity % of total | 100% |
| Type of heating system | Electric | Jul-19 | 72,435 | 220 | \$9,212 | N/A | N/A | Cost: Electricity (\$) | \$103,351 |
| Gnhse gases (tons CO2) | 444 | Aug-19 | 68,883 | 219 | \$8,957 | N/A | N/A | Cost: Gas (\$) | N/A |
| Monthly energy use (GJ) profile | | Sep-19 | 62,447 | 218 | \$8,382 | N/A | N/A | Cost: Total energy (\$) | \$103,351 |
|  | | Oct-19 | 57,714 | 221 | \$8,300 | N/A | N/A | Cost: Electricity % of total | 100% |
| | | Nov-19 | 52,324 | 221 | \$7,826 | N/A | N/A | Electricity cost per kWh | \$0.133 |
| | | Dec-19 | 62,380 | 221 | \$8,635 | N/A | N/A | Gas cost per GJ | N/A |

MOTION ACTION LIST

| SHORT TITLE | REQUESTED (DATE) | RESPONSIBLE (WHO) | COUNCIL MOTION (DESCRIPTION) | TARGET (DATE) |
|---|---------------------|---|---|------------------|
| 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. | December 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. | December 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 | November 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. | January 2023 |
| 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 |
| 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. | December 2022 |
| S-Block Parking | October 11, 2022 | Director of Protective & Legislative Services | That Committee direct Administration to develop a revised parking program for stalls in the S-Block parking lot, and report back at an upcoming Committee of the Whole meeting; and | February 2023 |

| | | | | |
|---|--|---|---|--------------------------|
| | | | That Committee direct Administration to propose a fee increase to the Storage Lots Bylaw (#208), and report back at an upcoming Committee of the Whole meeting. | |
| Reserve Policy | October 11 November 8, 2022 | Director of Finance & Administration | That Committee receive the draft Reserve Policy (B-112) as amended as discussed at the Oct 11, 2022 Committee of the Whole meeting; and That Committee direct Administration to return to a future committee of the whole with Schedule A: Reserve Descriptions. | November 2022 |
| 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. | January 2023 |
| Clean Energy Improvement Program | October 25, 2022 | CAO & Municipal Energy Manager | That Committee direct Administration to return to a future Committee of the Whole meeting with a report on the Clean Energy Improvement Program and the Property Assessed Clean Energy legislation (PACE). | December 2022 |
| Traffic Advisory Committee Draft Terms of Reference | October 25, 2022 | Director of Operations & Director of Protective & Leg. | 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. | 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. | December 2022 |
| Multi-purpose Hall Sound System | November 16, 2022 | Director of Community Development | That Committee direct Administration to bring forward additional information on costs to improve the sound system quality in the multi-purpose hall before final budget approval. | December 2022 |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
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| | | | | |