

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
August 9, 2022 | 9:30 am  
Jasper Library & Cultural Centre – Quorum Room  
[Municipality of Jasper Strategic Priorities 2022-2026](#)

**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 Melnyk to chair meeting

**2. Additions to agenda**

**3. Approval of agenda**

3.1 August 9, 2022 Committee of the Whole agenda attachment

**4. July 12, 2022 Committee of the Whole minutes** attachment

4.1 Business arising from minutes

**5. Delegations**

**6. Correspondence**

6.1 Alberta Justice and Solicitor General attachment

6.2 Jasper-Yellowhead Historical Society Museum & Archives attachment

**7. New business**

7.1 Director's Report – Protective and Legislative Services attachment

7.2 Land-Use Planning & Development Research Update attachment

7.3 Sledding at Snape's Hill attachment

**8. Motion Action List** attachment

**9. Councillor upcoming meetings**

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

**10. Upcoming events**

Alberta Municipalities Convention & Tradeshow – September 21-23, Edmonton Convention Centre

**11. Adjournment**

Municipality of Jasper  
**Committee of the Whole Meeting Minutes**  
 Tuesday, July 12, 2022 | 9:30am  
 Jasper Library and Cultural Centre, Quorum Room

|  |   |                         |         |
|--|---|-------------------------|---------|
| Virtual viewing and participation          | Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through Zoom livestreaming and in person attendance.  |                         |         |
| Present                                    | Mayor Richard Ireland, Deputy Mayor Ralph Melnyk, Councillors Helen Kelleher-Empey, Wendy Hall, Scott Wilson, Kathleen Waxer, and Rico Damota   |                         |         |
| Absent                                     | none  |                         |         |
| Also present                               | Bill Given, Chief Administrative Officer<br>John Greathead, Director of Operations<br>Christine Nadon, Director of Protective & Legislative Services<br>Christopher Read, Director of Community Development<br>Natasha Malenchak, Director of Finance & Administration<br>Amanda Stevens, Communications Manager<br>Emma Acorn, Legislative Services Coordinator<br>Vidal Michaud, Utilities Manager<br>Geoffrey Schulmeister, Krista Audia of ISL Engineering & Land Services Ltd.<br>Jason Stockfish, The Fitzhugh<br>Bob Covey, The Jasper Local<br>18 observers |                         |         |
| Call to Order                              | Deputy Mayor Melnyk called the July 12, 2022 Committee of the Whole meeting to order at 9:32am and began with a <a href="#">Traditional Land Acknowledgement</a> .  |                         |         |
| Approval of agenda #315/22                 | MOTION by Councillor Wilson to approve the agenda for the July 12, 2022 Committee of the Whole meeting as presented.  |                         |         |
|  | FOR<br>7 Councillors  | AGAINST<br>0 Councillor | CARRIED |
| Business arising from previous minutes     | none  |                         |         |
| Presentations – Jasper Water Model         | Council received a presentation from Geoffrey Schulmeister and Krista Audia of ISL Engineering & Land Services Ltd. on the Jasper Water Model. The presentation is included in today’s agenda package and covered an inventory of the existing water system and a hydraulic capacity assessment.  |                         |         |
| Water Distribution System Modeling #316/22 | Director of Operations, John Greathead, discussed the presentation with Council and the need for assessing our current system condition and capacity; evaluating our fire protection; providing an understanding of any limitations impacting development and growth; and making recommendations for system improvement.  |                         |         |

MOTION by Mayor Ireland that Committee accept the Hydraulic Modelling Report for information, and;

That committee direct administration to employ the Hydraulic Modelling Report to help inform the development of a Utilities Master Plan in 2023.

|               |              |         |
|---------------|--------------|---------|
| FOR           | AGAINST      |         |
| 7 Councillors | 0 Councillor | CARRIED |

Recess Deputy Mayor Melnyk called a recess from 10:58 to 11:08am.

Activity Centre Renovation Construction Management RFP #317/22 MOTION by Councillor Wilson that Committee recommend Council award the RFP for the Activity Centre Renovation Construction Manager to Carlson Construction with fees as follows:

- Pre-Construction Services of \$15,000; and
- Construction CM Fee, Staffing and General Requirement to be included in the total cost of construction budget previously approved by council.

|               |              |         |
|---------------|--------------|---------|
| FOR           | AGAINST      |         |
| 7 Councillors | 0 Councillor | CARRIED |

Food Security Program Update #318/22 Council received a draft Terms of Reference for a Food Security Working Group from Director of Community Development, Christopher Read. Amendments were discussed including adding a definition for food security in Jasper.

MOTION by Councillor Hall that committee recommend Council approve the draft Terms of Reference for a Food Security Working Group, with the amendments made today, and;

That committee recommend Council appoint a member of Council to the Food Security Working Group.

|               |              |         |
|---------------|--------------|---------|
| FOR           | AGAINST      |         |
| 7 Councillors | 0 Councillor | CARRIED |

Paid Parking Program Update #319/22 Director of Protective & Legislative Services, Christine Nadon, presented Council with an update on the Paid Parking Program including permit numbers, the addition of two kiosks, challenges encountered and financial details.

MOTION by Councillor Wilson that Committee receive the Paid Parking Program Update for information.

|               |               |         |
|---------------|---------------|---------|
| FOR           | AGAINST       |         |
| 7 Councillors | 0 Councillors | CARRIED |

Recess Deputy Mayor Melnyk called for a recess from 12:52pm to 1:44pm.

Councillors Kelleher-Empey and Damota did not return to the meeting after the recess.

|  |   |   |   |  |                          |         |
|--|---|---|---|--|--------------------------|---------|
| Meeting Extension<br>#320/22   | MOTION by Councillor Hall to extend the meeting beyond four hours.  | FOR<br>5 Councillors  | AGAINST<br>0 Councillors  | CARRIED  |                          |         |
| Developing a<br>Municipal Position<br>on Private Home<br>Accommodations<br>#321/22     | Administration and Council discussed the challenges with respect to the development of a municipal position on Private Home Accommodations due to jurisdiction and land use issues.   |   | MOTION by Mayor Ireland that Committee direct administration to prepare a draft position on PHAs including a review of any new PHAs proposal issued by Parks Canada, and; | That committee direct administration to present the draft Municipal opinion to Committee of the Whole in a closed session at a future meeting. |                          |         |
| FOR<br>5 Councillors   | AGAINST<br>0 Councillors  | CARRIED   |   |  |                          |         |
| Public<br>Transportation<br>System RFP Award<br>#322/22                                | Mr. Given reviewed the process including the Municipality's application for a planning grant under the Federal Rural Transit Solutions Fund program. In early 2022, the Municipality secured the \$50,000 grant towards a planning study for public transportation. On May 24, Committee directed Administration issue to a Request for Proposals for a public transportation system feasibility study. | MOTION by Mayor Ireland that Committee recommend Council award the Public Transportation Feasibility Study to WSP in the amount of \$50,650 exclusive of GST, and;                        | That the required municipal contribution be funded through the existing approved operating budget.  | FOR<br>5 Councillors   | AGAINST<br>0 Councillors | CARRIED |
| Legislative<br>Committee –<br>Procedure Bylaw<br>#190 – Agenda<br>Structure<br>#323/22 | The Legislative Committee is currently reviewing the Procedure Bylaw and had suggested changes to the order of meeting agendas.   | MOTION by Councillor Hall that Council approve the suspension of item Section 1.3 in Schedule 2 of the Procedure Bylaw #190 until December 31, 2022 pursuant of section 3.4 of the bylaw. | FOR<br>5 Councillors  | AGAINST<br>0 Councillors   | CARRIED                  |         |
| Correspondence   | none  |   |   |  |                          |         |

Motion Action List Administration reviewed the Motion Action List, which included the removal of items which were addressed today, date changes, and updates on items in progress.

#324/22 MOTION by Councillor Waxer that Committee approve the updated Motion Action List.

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

Councillor reports none

Upcoming Events Council reviewed a list of upcoming events.

Adjournment #325/22 MOTION by Councillor Waxer, there being no further business, the Committee of the Whole meeting of July 12, 2022 be adjourned at 2:51pm.

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



ALBERTA  
JUSTICE AND SOLICITOR GENERAL

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*Office of the Minister  
MLA, Calgary-Acadia*

AR 50903

**JUL 19 2022**

His Worship Richard Ireland  
Mayor  
Municipality of Jasper  
[rireland@jasper-alberta.ca](mailto:rireland@jasper-alberta.ca)

Dear Mayor Ireland:

Thank you for your letter of May 10, 2022, regarding the application of the Police Funding Regulation (PFR) shadow population modifier to the Municipality of Jasper. I appreciate the opportunity to provide the following information.

The shadow population subsidy is given to municipalities if officially recognized by the Government of Alberta or according to the President of Treasury Board and Minister of Finance. Currently, Jasper does not have an official shadow population and is unable to utilize this modifier.

In April 2020, the Government of Alberta passed the PFR, which included the implementation of the new Police Funding Model (PFM). The PFM established a cost-recovery model for communities receiving provincial police services in Alberta. While the PFR was being developed, Alberta's government engaged multiple stakeholders, including representatives from Alberta Municipalities, Rural Municipalities of Alberta, and elected and administrative municipal representatives. During the first two years, the PFM created an additional 131 regular members and 98 civilian staff positions throughout the province.

The merits and uniform applicability of many types of modifiers, including municipality-funded administrative positions, were assessed. The modifiers selected and enshrined in the PFR were those that had the most impact on front-line detachment policing and uniform annual data to include in the model.

In conjunction with the development of the PFM, an Alberta Police Interim Advisory Board was established to give communities policed by the Royal Canadian Mounted Police (RCMP) a forum to discuss provincial policing priorities. Through this venue, municipalities will be able to provide valuable advice in matters related to provincial police strategic and financial plans, as well as the opportunity to further advocate for the resources their communities need to ministry and RCMP decision-makers.

.../2

Municipalities are encouraged to voice any concerns over the PFM and PFR, so that these concerns may be incorporated into the five-year review of the PFR and PFM. Until this review has been completed, no changes will be made to the model. In the meantime, please reach out to your representatives at the Alberta Municipalities and Rural Municipalities of Alberta who sit on the Alberta Police Interim Advisory Board and advocate for the expansion of PFM modifiers to be considered in this year's PFM decision-making process.

Thank you writing and for sharing your concerns. I hope this information will be of assistance to you.

Sincerely,

A handwritten signature in blue ink, appearing to read 'T. Shandro', with a long horizontal flourish extending to the right.

Honourable Tyler Shandro, QC  
Minister



Mayor Ireland and Council  
Box 520 T0E 1E0  
Municipality of Jasper

Via Email

July 26<sup>th</sup>, 2022

Dear Mayor and Council:

I am writing to explore the possibility of support from the Municipality to further an important initiative that the Historical Society is pursuing. I understand the nature of the following request will require consideration and approval by Council, and thus be placed on a meeting agenda. I understand the next meeting where this might occur is in early August.

We have been actively pursuing the acquisition of the Bear’s Den Wildlife Museum – over 100 animal specimens - currently housed in the basement of the Whistler Hotel. The Schurrmans family, which has developed and curated the collection for many decades, is interested in ensuring the collection stays in Jasper, and our Board feels that adding this feature to our existing museum not only accomplishes this goal, but has the potential to further our mandate and also generate greater visitation to the museum. The nature of the collection as an asset and attraction for the community goes without saying.

A barrier we have come across is not only a lack of space for display. We have not been able to find a place to store it either. The Board is considering the alternative of acquiring a temperature-controlled 40’ x 8’ storage container in order to store the collection until a display area can be developed. As the collection is due to be removed by October of this year, there is not enough time to marshal the resources required to develop a display area. The current space used is c. 1800 square feet, and while we have considered construction options, it seems prudent to enter into this with a larger picture in mind – the potential renovation/rebuild of the entire museum and archives which has been under consideration for some time.

We are trying to proactively “line things up”, and to this end are currently exploring where we might store the container. We understand Parks Canada is reluctant to approve the placement of storage containers, and given we currently have one at the back of our museum, are concerned that this might preclude a second one - even temporarily. Future construction could be impeded by another container as well.

For this reason, our request is to see whether this container might be placed on municipal property, and benefit from your advocacy with Parks Canada to this end. We are advised extreme heat is the greatest hazard for the health of the collection, so the need for electrical power to run an air conditioner and dehumidifier for the hotter months would be a requirement. We would be prepared to pay for these.

Sincerely,

Herb Robinson  
Director, JYHS



## DIRECTOR'S REPORT

Christine Nadon,

Director of Protective & Legislative Services

June 1 to July 31, 2022

AGENDA ITEM 7.1

### Major Projects

- Council's Emergency Advisory Committee approved the *Jasper Evacuation Plan 2022* at its July 21 meeting. The joint plan with Parks Canada establishes the framework for a prompt, safe and coordinated response in the event of an evacuation due to a wildfire or other emergency or disaster.
- Staff reviewed and provided input to the Government of Alberta on the proposed Alberta Incident Management System (AIMS). AIMS is intended to modernize the provincial system and provide common understanding of the organization, structures, processes governing emergency management in Alberta.
- Two payment kiosks for Paid Parking were installed in early July. Residential permit application approvals, public communications, technical support, and compliance and enforcement are ongoing.
- Water infiltration over a period of several years has resulted in a rotten support beam in the fire tower at the Emergency Services Building. The front office area has been relocated, and temporary, engineered supports are being installed to allow further assessment of the damages. The source(s) of the leak remains unidentified at the time of writing this report. Damage assessment expenses are covered under the current operating budget. Administration will return to Council with additional information once the extent and cost of repairs is known.
- The Protective and Legislative Services management team is engaged in developing operating and capital budget proposals for 2023, including a focus on priority based budgeting.

### Staffing

- Lara Wells was promoted to the position of Bylaw Enforcement Officer, and Troy Jackson was hired for the same position in Bylaw Enforcement Services following two staff departures this spring. Ms. Wells' previous position of Municipal Compliance Officer (extended term) has now been filled by our latest hire – Daniel Town.
- Ms. Wells will be attending Community Peace Officer 1 training starting at the end of August. Mr. Jackson has completed an Officer Safety course, and will attend training on domestic animal handling. Kudos to Neil Jones, Licensing and Enforcement Manager, for the care, pride and professionalism displayed in training our new hires.
- Five new recruits joined the Fire Department in June, and are expected to move to active responder status by the end of August. There are 26 active members in the department as of the end of July.
- The Department has reached an important milestone with Fire Chief Conte, Legislative Services Coordinator Emma Acorn, and Director Christine Nadon, having completed one year of service in their respective positions.

### Service Trends

- A total of 22 sidewalk seating and retail extension permits were issued in 2022, for a total of 48 on-street stalls utilized, and 747 patio seats downtown. Program revenue for 2022 currently sits at \$47,625.
- Municipal offence tickets and warnings: June – 131 tickets, 110 warnings; July – 184 tickets, 116 warnings.
- The Fire Department responded to 33 calls, including nine Command only calls and 24 complete response calls:
  - o 2 rubbish/grass fires; 12 vehicle accidents; 3 gas leak investigations; 6 medical assist (EMS); 10 alarm, no fire (detector activated/accidental).

### Communications & Engagement

- Emergency Preparedness communications are ongoing. Jasper residents should be "wildfire ready" by signing up for emergency alerts, reviewing the evacuation guide (online or paper), and making a plan. The evacuation guide is available in English, French, Spanish, Tagalog and was recently translated in Ukrainian.

## AGENDA ITEM 7.2

### REQUEST FOR DECISION

**Subject:** Land-Use Planning & Development Research Update  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Bill Given, Chief Administrative Officer  
**Reviewed by:** Emma Acorn, Legislative Services Coordinator  
**Date:** August 9, 2022

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#### **Recommendation:**

That Committee receive the Land-Use Planning and Development Research update for information.

#### **Alternatives:**

- That Committee direct administration to provide additional information at a future committee of the whole meeting.

#### **Background:**

When the Municipality was incorporated all land-use planning and development authorities were retained by Parks Canada. The 2011 Jasper Community Sustainability Plan which was jointly developed by Municipality of Jasper and Jasper National Park of Canada, specifically contemplates increasing the role of the Municipality with respect to land use planning and development. June 2021 Council requested that the draft Jasper National Park Management plan include a commitment to work toward transitioning land-use planning and development authorities in the townsite to the municipality no later than 2030.

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 19, 2022 Council passed a motion to formally request that Land Use Planning and Development approval powers be transferred to the Municipality of Jasper, and authorized the Mayor to formalize the request via correspondence to the appropriate Parks Canada representatives and relevant Federal Ministers.

#### **Discussion:**

Administration has retained Albert Frootman with Localis Consulting to conduct research to inform the municipality's work on Land-Use Planning and Development matters, and to support our negotiation efforts with Parks Canada. Mr. Frootman's work will provide detailed 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.

Mr. Frootman has 30 years of experience in land use planning and public administration, having worked with towns, mid-size cities, and rural communities in Ontario, British Columbia, and Alberta. Albert holds a Bachelor of Environmental Studies degree (Urban and Regional Planning) from the University of Waterloo, and a Master of Public Administration degree from the University of Western Ontario. He is a full member of the Canadian Institute of Planners and accredited as a Registered Professional Planner in the Province of Alberta. He is also an

associate member of the Canadian Association of Management Consultants. Mr. Frootman has served as both a CAO and Director responsible for Land-Use Planning and Development matters in a variety of municipalities.

The research project will provide Council and municipal administration advice on:

- Existing MOJ responsibilities that could be shifted to planning and development staff
- Recommended roles for in-house staff versus contracted services
- Options for senior management oversight
- Workload estimates based on type of work performed and volume
- Anticipated revenues
- Recommendations for staffing – including FTEs, qualifications and experience
- Estimates for anticipated salary, benefits, and overhead costs that the MOJ would face

**Financial:**

The cost of the research project is approximately \$11,000 and will be funded from existing sources within the approved 2022 operational budget.

**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.

**Attachments:**

- none

## AGENDA ITEM 7.3

### REQUEST FOR DECISION

**Subject:** Snape's Hill Tobogganing  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** John Greathead, Director of Operations and Utilities  
**Reviewed by:** Neil Jones, Licensing and Enforcement Manager  
**Date:** August 9, 2022

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#### Recommendation:

- That Committee receive this report for information, and;
- That Committee direct Administration investigate other potential sites to develop a tobogganing hill in the south end of the town site.

#### Alternatives:

- That Committee recommend Council approve a maximum of two temporary closures of the intersection of Willow Avenue at Geikie Street, four days at a time, to allow tobogganing on Snape's Hill during the winter of 2022-2023.
- That Committee recommend Council approve seasonally closing the intersection of Willow Avenue at Geikie Street from November 1 to March 1, to allow for tobogganing on Snape's Hill during the winter of 2022-2023.

#### Background:

Several years ago, tobogganing was restricted at Snape's Hill due to safety concerns of residents and children sliding to the bottom of the hill and into vehicular traffic.

On January 11, 2022 Council directed Administration to investigate the potential of resuming this activity at Snape's Hill (motion #23/22).

#### Discussion:

In 2016, Council addressed the safety concerns of the Snape's Hill site and another tobogganing site referring to Doug Wiseman's 2016 report "Managing Risks at Tobogganing Hills". This in turn led to the restriction of tobogganing and sledding at Snape's Hill and required the Municipality to reconfigure the hill at Pyramid Lake Road and Bonhomme Street. The location of the engineered sliding site at Pyramid Lake Road is an addition to the opportunities offered by the existing slope at Centennial Park.

While this modest hill may appear innocuous, the close proximity to Willow Avenue and the lack of an appropriate run-out area where riders can decelerate and come to a natural stop would require traffic control measures to be undertaken to restrict vehicles.

The Snape's Hill site has a number of existing constraints and potential risks that would need to be mitigated.

**Option 1 – Temporary Special Event Closure:**

Temporary closures could take place using Municipality owned construction fencing for short term duration (~3 days) events. This would require posting of No Parking notices to ensure the removal of parked vehicles; set up of traffic control signage and fencing; an inspection and necessary maintenance to ensure the safety of the hill; and removal of materials after the event and reinstating the sledding restriction.

Significant effort would need to be invested prior to each event to ensure local residents and the general public are aware of the planned closures. Even with targeted public communications there may be a need for additional enforcement effort to maintain compliance with an expanded no parking area.

The order of magnitude of cost would be \$1,500 to \$2,500 for in-house staff effort to erect and remove traffic controls and prepare the site as well as support from Bylaw and Communications.

**Option 2 – Seasonal Closure:**

A seasonal closure of this intersection could take place, and would require a more robust traffic control setup including concrete barriers and would also require municipal support, including daily inspections and maintenance. This option is more problematic and may affect efficiency of snow removal operations in the immediate area; emergency services such as fire response would be somewhat affected due to the change in access; reduction of on-street parking in the area would significantly impact local residents due to the high density development in close proximity to this location.

Communications effort would need to be invested leading up to the closure to ensure local residents and the general public are aware of the change. Even with targeted public communications, there may be a need for additional enforcement effort to maintain compliance with an expanded no parking area.

Estimated cost \$2,600 for seasonal closure and require staff effort to inspect and maintain.

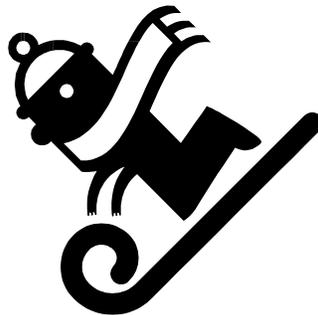
**Financial:**

As determined by Council.

**Attachments:**

- 2015 Doug Wyseman Report – Managing Risks at Toboggan Hills

# Managing Risks at Toboggan Hills



By: Doug Wyseman

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# Jubilee Insurance Agencies

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## About the Author

Doug Wyseman has been involved in the field of risk management since 1973. He has worked in the public sector as risk manager for a large Canadian municipality and in the private sector with insurers of the public sector. His experience includes the development of risk management programs for many municipalities, as well as developing and presenting a variety of risk management training programs across North America. Through his work with the Canadian Parks and Recreation Association, the US National Recreation and Parks Association and the Public Risk Management Association he has been widely recognized as a leader in the field of risk management for parks and recreation. This recognition has resulted in his being asked to assist in many post-loss investigations of serious accidents in parks and trails. He also performs risk assessments to assist public entities in loss prevention initiatives.

Doug is a former member of the Board of Directors of the Canadian Parks and Recreation Association, and has served as a member of the National Playground Safety Committee. He has also worked with CPRA in their efforts to eliminate abuse and harassment facing participants and spectators at sporting events.

He is an Associate in Risk Management in the Insurance Institute of America and is a Certified Insurance Professional with the Insurance Institute of Canada. Doug has served as Chairman of the Canadian Urban Transit Association risk management committee, and has acted as an instructor for the Ontario Fire College, the American Public Works Association, the Ontario Good Roads Association, and the Public Risk Managers Association as well as NRPA and CPRA.

He has written a number of texts including *Risk Management for Parks and Recreation (2012)*, *Risk and Trails*, *The Sign Handbook for Parks and Recreation*, *Risk Management and Skateparks*, *Risk and Rinks* and *Risk & Recreational Lands*.

## **Acknowledgements**

This text is the compilation of experience gained through thirty years in the business of risk management and claims investigation. I've enjoyed the many hours spent talking with parks and recreation managers, and staff, about their problems and challenges and discussing the sometimes comical and sometimes tragic things we've seen. It has been my true pleasure to develop a training tool to assist in managing toboggan hill risks.

Over the years I have been fortunate to meet and speak to a great number of people involved with Parks and Recreation departments across North America. Many have donated stories or forms found in this text. Their stories of success and failure help to link risk management theory with the reality we deal with every day.

Adjusters, lawyers and insurers have also given me the benefit of their wisdom and experience, and I thank them all. Please feel free to use this text to assist your training programs. Together we can keep the risks on our hills at acceptable levels.

## Risk

If you are going to manage risk it is important to understand just what risk is.

Simply put risk is:

*“The chance of something going wrong”* - Encarta Dictionary

For many people it is risk that makes them want to be involved in an activity. Sledding, tubing and tobogganing include elements of risk. Risk isn't the enemy; rather it is often the main stimulus for being involved in their recreational pursuit. Eliminating all risks in parks and recreation is not the goal. Children should be allowed to play games or to slide down a hill.

Along with the thrill a child receives racing down a hill comes the risk of a crash landing and the child being injured. Should children sliding down hills? Of course not. However, the risk of the crash should be eliminated. In essence this is what risk management for parks and recreation is all about; ensuring that the thrill and challenge that come from play are allowed to continue, while hazards to participants are minimized.

## Why the Concern?

Sledding is one of the things that children love to do in winter. It's fun and can be thrilling. It can also be tragic. It is estimated that more than 25,000 people a year are treated in North American hospital emergency rooms due to sledding injuries. The U.S. Consumer Product Safety Commission reports that there were more than 160,000 sledding related injuries treated at hospital emergency rooms, doctors' offices and clinics in 2007. We estimate that in Canada the number would be approximately 25,000.

Public lands are the site of most of the “Town Hills”. Because of that the public entity is charged with the responsibility of making sure that these hills are reasonably safe for users. If the hill is not *reasonable* the public entity may have to pay damages to those injured on your hill.

## Liability and Negligence

For someone to successfully sue for damages, three criteria must exist:

1. They must be owed a **DUTY**.
2. The duty must have been **BREACHED**.
3. They must have suffered **DAMAGE** as a result of the breach.

If all of these criteria have been met, there are grounds for a liability action. However, if any one of these three things is missing, any claim for damages will be successfully defended.

### DUTY OWED

Users of our facilities are entitled to have an expectation that these are as safe as is reasonably possible. Just what is “reasonably safe” will be decided based upon whether or not the construction and maintenance of the facility was carried out in a negligent fashion.

### NEGLIGENCE

Negligence is defined as.....*the failure to use that degree of care that an ordinary person of reasonable prudence would use under the given circumstances. Negligence may be constituted by acts of either omission, commission, or both.*

*-Black’s Law Dictionary*

A simple rule of thumb regarding the duty owed is:

***If you are aware (or should be aware) of a danger, you have an obligation to protect people from that danger.***

In all jurisdictions statutes such as the Occupiers’ Liability Acts establish the duty of care to be provided to those coming on to municipal or privately owned property.

## BREACH OF DUTY

To breach a duty owed is simply to violate or omit a legal or moral obligation with regard to reasonable care.

An example of a breach of duty would exist in a situation where an injury occurred as a result of poor maintenance of a park.

*A child is injured when he crashes into a fire hydrant on the local toboggan hill. The Town that owns the hill, had placed bales of hay in front of the hydrant in December but when the accident took place, in late January, the hay was gone.*

## DAMAGES

Damages are defined as *“loss, injury, or deterioration, caused by the negligence, design, or accident of one person to another, in respect of the latter’s person or property.”*

*-Black’s Law Dictionary*

Claims for damages are generally broken down into two classes:

## GENERAL DAMAGES

General damages are the amount claimed for “pain and suffering” experienced as a result of the negligence of the defendant. In Canada, the maximum payment for general damages has been approximately \$280,000 and that amount was paid as a result of catastrophic injuries. In the United States, general damage awards can be much higher.

## SPECIAL DAMAGES

Special damages are awarded for “out of pocket” expenses suffered by the plaintiff as a result of the negligent act of the defendant. Moneys paid as special damages include such items as wage loss, medical bills, etc.

## JOINT AND SEVERAL LIABILITY

In all Canadian jurisdictions and a number in the United States, the rule of Joint and Several Liability applies. A liability is said to be joint and several when a plaintiff may sue one or more of the parties who allegedly caused his damages, separately or all of them together, at his option. Further, once a judgment has been rendered against the defendants, the plaintiff gets to collect his damages from whichever defendant he so chooses.....without regard for the apportionment of responsibility for damages.

The following hypothetical example demonstrates joint and several liability:

*The City receives a number of complaints that some teens are using the hull of an old boat to slide down the hill. Although park rules do not allow such activity, staff decides to turn a blind eye. After a child is hit by the sliding hull his parents sue the teens involved for \$5M. They have no assets or liability insurance. The owner of the land (municipality) is found 15% liable for allowing such use. The plaintiff would recover nothing from the teens and \$5M from the municipality.*

## Assumption of Risk

The Latin phrase “volenti non fit injured” means that:

**“If one, knowing and comprehending the danger, voluntarily exposes himself to it, though not negligent in doing so, he is deemed to have assumed the risk and is precluded from a recovery for an injury resulting there from.” - Black’s Law Dictionary**

On the surface it would seem that owners of sledding hills should be relatively safe from liability claims, since there is certainly risk involved with sledding and in a majority of situations the risk of the activities are known. While “volenti” (or “volens” as it is sometimes called) is still a solid defense in many liability actions, there are many times it may fail. “Volenti” makes it clear that the participant accepts normal risk, however, some unforeseen hazards are not assumed. For example, if an individual decides that they would like to toboggan down a hill and in so doing they kick up ice or snow that gets into their eye any claim for damages could be successfully defended based on “volenti”. If, however, they collide with a pole that had been used to hold a long removed snow fence, causing injury, a volenti defense would, in all probability, fail.

## What is reasonable for your hill?

Perhaps the question that I hear most often is “*How often should we inspect our parks?*” My honest answer is that I don’t know. How could I? I don’t know how much recreational land you have or the number of staff that you have available to look after those lands. So if I was to say, “Your lands must be looked at once a day,” that might seem ridiculous and unfair. Even though

you may like to look at your lands that often, your actions are set based on the resources and will of the public entity that employs you. The resources of public entities differ greatly from place to place, so it would make no sense to think that they all should provide the same level of service. The courts recognize this fact. They recognize that public entities have budgetary and manpower constraints which affect the level of service they provide. While you might like to inspect lands daily, that is not economically feasible. The public entity therefore has the right to determine how they can best use their resources. The absolute best way for a public landowner to eliminate liability losses alleging that the lands were not reasonably maintained is the development of a policy of inspection and maintenance that reflects the level of service they can deliver. Laws regarding policy decisions are similar in all North American jurisdictions. Some wordings differ slightly, but the principle remains the same.

***"True policy decisions involve social, political, and economic factors. In such decisions, the authority attempts to strike a balance between efficiency and thrift, in the context of planning and predetermining the boundaries of its undertaking and of their usual performance. True policy decisions will usually be dictated by financial, economic, social and political factors or constraints."***  
- Supreme Court of Canada

The courts recognize that governments have budgetary and manpower constraints which affect the level of service they provide. While you might like to do more on your lands, that may not be economically feasible. The public entity has the right to determine how they can best use its resources. There are only so many tax dollars. If the decision is made to buy a fire truck instead of hiring more parks staff, the courts cannot challenge that decision.

## Policy Decisions vs. Operational Decisions

In liability actions against municipalities, there's an important difference between *policy* decisions and *operational* decisions. A policy decision is made by Council (or a governing body) dealing with provision of service. In many cases these decisions are based upon the demands of the public and the impact on the budget of the municipality. Municipalities are protected by statute against liabilities from policy decisions. One such statute reads:

*"No proceeding based on negligence shall be commenced against a municipality, a member of municipal council, or an officer or employee of a municipality in connection with the exercise or non-exercise of a discretionary function, if the action or inaction results from a policy decision made in a good faith exercise of the discretion."*

An operational decision is usually made at the staff level, as a result of a policy decision made by council. If the operational decision is negligently made, the municipality can be held liable.

*In a 2009 case, a plaintiff sued after tripping on the lip of a sidewalk and being injured. The municipality had an inspection and repair policy that stated that they "check for and repair sections of sidewalk cracked or separated with a greater than .25 cm difference in elevation." The municipality submitted that their sidewalk inspection and maintenance policy was dictated by the City's budgetary and manpower constraints and argued that they were not negligent or liable because "the difference in elevation at issue was below its threshold to repair". The court recognized the task of the municipality "to balance financial considerations against the need to repair the physical infrastructure of the City". The requirement was not to maintain sidewalks at a perfect level but to do the best they reasonably could based on their resources. The case was dismissed.*

Since the court lets you set your policies, they expect you to meet the level of service that you've decided is reasonable for your entity. They let you set your own exam, so you had better be able to pass. Make sure that your policies reflect a level of service that you can provide.

## **Recreational Immunity**

In the United States the courts and the legislature have expressed a clear policy to permit the use of available recreational property, both public and private, in its natural condition, without placing the burden and expense of altering the property and defending claims for injuries on the landowner. Many states have passed legislation to provide this protection. The current situation in Canada is similar, though not as clearly defined and often makes private and public property owners reluctant to allow recreational use of their property.

Laws across North America establish that users of recreational lands, which are signed as recreational lands, assume all risks associated with their use of the land. This fact, coupled with the extremely small number of liability claims against landowners, or managers, should reduce liability concerns.

Occupier's Liability statutes do protect users against willful or malicious acts of landowner. A farmer who puts a strand of barbed wire across his property to teach uninvited tobogganers a lesson will have no protection under such statutes.

*While presenting a risk management training seminar we were discussing appropriate use of signs to protect trail users from unexpected dangers on the trail. We recommended that if there is a cliff ahead, a sign be provided to simply warn users of the hazard. A number of members of the audience said that they had been advised by their legal departments not to place warning signs on their trails, since they had immunity for claims from injuries occurring on natural lands.*

*“Let me get this straight” we asked. “If your attorneys read in their morning paper that a youngster riding his bike, fell to his death when being surprised by a cliff around a curve in the trail.....their first thought would be, Thank God we didn’t put up a sign! Our immunity is in place!”*

***Take proper steps to prevent accidents and immunity is not an issue.***

## **What is Risk Management?**

The term *risk management* is interpreted in a variety of different ways. Some risk managers are insurance buyers and spend the majority of their time focusing on that activity or on researching other risk financing schemes. Others spend their time developing programs to improve occupational health and safety initiatives and/or to ensure that adequate employee benefits programs are in place to protect the employee should they suffer illness or injury. While these risk management efforts can be of great value to an organization, they don't help manage the day to day risks on recreational lands. Insurers sometimes help manage park risks; however, too many insurers think risk avoidance is the best way to handle all risks. ***Putting a fence around the Grand Canyon isn't the answer!*** There is supposed to be risk associated with many recreational activities. Finding the balance between risk and reward is the true goal of risk management for recreational lands. Our efforts are concentrated on preventing accidents and injuries in our towns and providing protection to those who provide required services, against the rising tide of litigation. This manual will, therefore, focus on the “loss prevention” and “loss control” steps required to effect sound risk management for your sledding hills.

Risk management can be defined as ***a process of protecting you and your organization by minimizing accidents and there adverse effects.***

## Wyseman's Law of Managing Risks

We have developed our own simple and effective way of managing risks at toboggan hills.

### Look

- Physically look at your hill.... Fixed objects? Unapproved alterations?
- Appropriate use?
- Incident reports, claims, complaints...where are they coming from? (location, user group, etc.)
- Signs need to be looked at as well. Are they visible? Easy to understand?

### Ask

- Users are on your lands daily...you aren't. Ask for their help in making sure things are safe. Signs posting contact information are a good way to accomplish this.
- Insurers should be asked to provide information on claims. The true test of how your managing risks shows up when submits a claim for damages. They are alleging that they suffered harm because you didn't do as you should have done. Was the claim paid? Why... "we haven't changed how we operate". If you won, it reinforces risk management efforts. (Proper documentation, etc.) Learn from success and failure.
- Your peers. Learn from their experience.

### Watch

- Keep an eye on your hill and any trends by doing an Annual Review on your experience.

## What is a Risk Assessment?

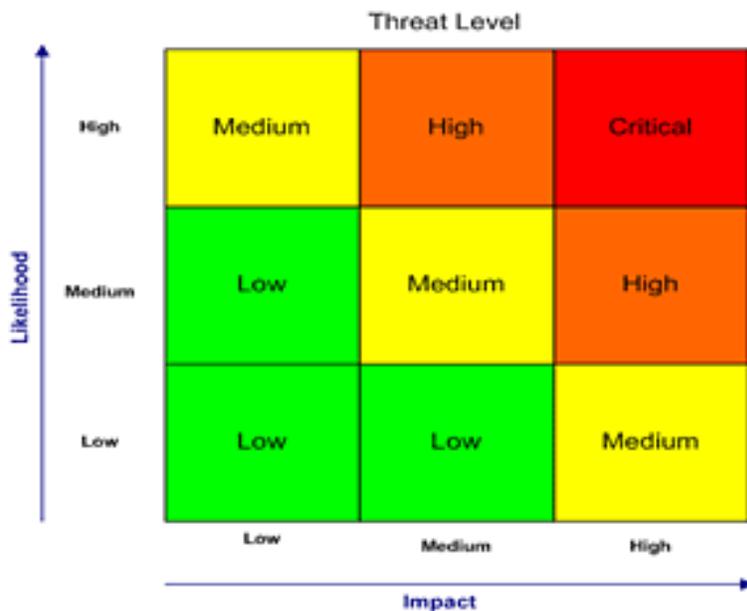
Risk assessment is the process where you:

- identify hazards
- analyze or evaluate the risk associated with that hazard, and
- determine appropriate ways to eliminate or control the hazard

It is during risk assessments that organizations try to balance the risks and rewards associated with your hill.

In practical terms, a risk assessment is a thorough look at your land to identify those things, situations, processes, etc. that may cause harm, particularly to people. After identification is made, you evaluate how likely and severe the risks are, and then decide what measures should be in place to effectively prevent or control the harm from happening. In the matrix used below, situations that fall into the *Very High Probability* and *Very High Impact* would need to be eliminated, while *Very Low Probability* and *Very Low Impact* need no attention

### RISK MANAGEMENT MATRIX - HIGH LIKELIHOOD, HIGH IMPACT



## WHO SHOULD DO YOUR RISK ASSESSMENT?

Fresh eyes on your land add tremendous value to your risk management initiatives. We have often found that there is tremendous value in bringing in an outside resource to work with you in doing your first risk assessment. By taking this step your organization can learn more about how to identify a variety of risks and the fresh eyes of the outside resource will not only see things that you don't, but they should also offer methods of correcting situations that you may not have considered.

*One of the major areas of concern for many hills is the permanent fixtures creating hazards at the bottom of the hill. We've worked with Towns that wrestled with the question as to how to best erect barriers in such areas. In many of these situations we've been able to simply move the starting point on the hill eliminating the crash hazard without spending money or depleting the natural environment of the hill.*

After being involved with your first risk assessment, your organization should be prepared to carry out future assessments itself.

## HOW OFTEN?

If your land is having regular inspections completed by users, we would suggest that you complete a thorough risk assessment every three years. If you are considering a change in the use of the lands (allow shared use not previously permitted) we recommend a risk assessment to assist your decision process.

## Inspections

The most common method to identify the risks at your toboggan hill is a routine inspection program. By implementing a routine of regular documented inspections, you can not only take significant steps to ensure the safety of operations, but also provide an excellent tool in defending claims alleging improper maintenance of your property.

Inspections are an extremely important loss prevention tool. Too often users of toboggan hills alter the hill by building jumps or ramps for their use. While those who alter the hill use it at their peril, others who may be unaware of the unapproved jump can be seriously hurt. Last year we investigated a loss where a woman suffered fractured vertebrae when she crashed after tobogganing over a jump that had been added to the hill two nights earlier. Since the municipality had no inspection policy, they settled her claim for damages by way of a substantial payment.

Failure to have an inspection policy will make it nearly impossible to explain how you can be providing a reasonable level of service. It will be the expectation of all plaintiff lawyers, that reasonable service standards are be adhered to, and that an inspection process is in place.

Make sure that you have a council approved policy in place that accurately depicts the level of service that you provide.



## Toboggan Hill Inspections

Policy #

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### PURPOSE:

To ensure the safety of toboggan hills in the municipality.

### POLICY/PROCEDURE:

1. Weekly inspections will be conducted on all approved toboggan hills.
2. All Inspectors will have been trained the inspection process
3. All inspections will be completed in ink using the attached Toboggan Hill Inspection Form.
4. All original inspections will be submitted to the Director (or designate) within 7 days of the date of inspection.
5. Copies of inspections will be kept with the area supervisor for follow-up.
6. The Inspector will sign off and date all inspections.
7. All follow-up repairs required will be circled on Inspection Report. These repairs will be the responsibility of the supervisor.

**Approved by:**

**Approval Date:**

**Sample Toboggan Inspection Form**



**Inspector:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Location:** \_\_\_\_\_

- |   |   |   |
|---|---|---|
| 1. Sliding surface in good repair?                      | Y | N |
| 2. Signs in good repair and visible?                    | Y | N |
| 3. Is the area clean and free of debris?                | Y | N |
| 4. Litter containers present and in good condition?     | Y | N |
| 5. Slope free of obstructions and overhanging branches? | Y | N |
| 6. Evidence of prohibited use?                          | Y | N |
| 7. Are you aware of any recent complaints?              | Y | N |

**Action Required**

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**Inspector Signature:** \_\_\_\_\_

## Common Concerns and Solutions

To date I have investigated three fatal accidents and many other serious injuries involving use of toboggan hills. While each situation has differences, the most serious losses all had one thing in common...collision with an object.

### Collision Hazards

One fatal loss that I investigated involved an eight year old boy who slid down a tree-lined hill while tubing with his father. Their inter-tube slid into a tree and he died instantly. The photo below shows the situation at the time of loss. When we arrived at the scene we were advised that the Town had received a quote from a local landscaping firm to re-grade the hill to take out the slope which caused the boy to move into the tree. Since this was a very long hill we were able to move the starting point at the top of the hill to the area marked by the blue line. This was accomplished quite simply by putting snow fence at the top of the hill. The tree hazard was removed and the hill remained sheltered and natural.



In another situation a teen was tobogganing at night at a hill that was signed “No Tobogganing”.



Unfortunately for the young man the sign was located at the bottom of the hill and not only was no message visible from the top of the hill, but neither was the sign post visible at night. A pre-trail judge wondered why the City wouldn't try to communicate with users of the hill where they entered the park at the top of the hill instead of placing a hazard at the bottom of the hill.



## VIEW FROM TOP OF THE HILL

Four years ago a ten year old young girl was sliding at a Village hill that included many shrubs. In the course of the day the child and her friend decided to try to slalom through the bushes on her GT Racer. The hill had been a regular spot for winter activities for years. While the Village owned the land, the local horticultural society voluntarily pruned the shrubs on the hill. As the child was attempting to make a turn while slaloming through the bushes she collided with a bush. She had the misfortune to go face first into the bush and the further misfortune to collide with a branch, the size of a large cigar that had been pruned at a 45 degree angle the previous August. The branch went through the girls' eye; pierced her brain and stopped when it hit the inside of her skull. She lived but suffered an extremely tragic injury. The Village had no inspection program for the hill. They made a very large settlement out of court.



## Helmets and Protective Equipment

In my view, use of protective equipment on your hills should be only on a voluntary basis. Municipalities don't have the staff necessary to enforce mandatory use of helmets and should recommend, but not mandate, the use of such equipment.

## Ponds

A number of sledding hills overlook water retention ponds. At a number of these locations we've been told that when conditions are "good" kids can slide to the middle of the (hopefully frozen) pond. This situation creates an unacceptable level of risk for users and landowners since drowning is a very likely result of breaking through the ice.

The risk is usually quite simple to manage. At the location shown below a fence has been placed around the pond. This eliminated the drowning risk but the posts and wire create a strong likelihood for serious injury. This area is unacceptable for tobogganing.



In the situation below we were advised that tobogganers regularly slid into the pond (marked by arrow). To eliminate this hazard a tree was transplanted at the top of the hill in a manner that forced users to stay to the right when going down the hill, thus taking the pond out of play. This is a frequent solution to such problems and can normally be accomplished at little or no cost.



## Protective Barriers

Many a good hill has a hazard right where it shouldn't be. Many efforts are made to pad such hazards to reduce harm caused by colliding with the object. I've seen bales of hay, bags of foam rubber, and tires placed over fire hydrants to minimize impact.

Wherever possible the risk of impact with such objects needs to must be eliminated. Crashing into a hydrant surrounded with tires is better than no tires...but it still hurts and injuries are foreseeable. Channeling users away from hazards by way of trees and snow fence is a far better course of action than padding the hazard. Sometimes that is not possible. In those situations we suggest making efforts to stop, or slow, the toboggan before it hits the obstacle.

We recommend the use of fertilizer; sand; straw or wood chips approximately 5 metres in front of the hazard to melt the snow and bring the sled to a stop.

Such action can be effective in removing the slippery slope leading to the hazard.



**Tree is protected by foam pad**

## Signs

### WHAT IS THE PURPOSE OF THE SIGN?

*A sign is a tool of communication*

Nothing to earth-shattering there, but how good is a communication tool that nobody reads? The effectiveness of your sign depends largely on whether or not it is read and if it is understood.

Signs that look like a page torn from a law text often do little, or nothing, to help avoid legal liability and since nobody reads them, they miss out on an opportunity to deliver any message. A few essential basics of an effective sign:

- Keep it as simple as possible. Studies have shown that people will not read more than bullets on a sign. So don't exceed three bullets. You are far better to have two signs with three bullets each than one sign with four bullets.
- Pictures are often easiest to understand and we all understand a picture, we don't all read English, French or Spanish, when possible use pictures.
- Locate it where it will be seen and where you need to deliver your message.

### WHAT DO YOU WANT TO ACCOMPLISH?

To determine the appropriate wording on a sign we must first be clear on what you are hoping to accomplish by putting up a sign.

- Do you want to warn of a danger?
- Are you trying to avoid liability?
- Stating rules
- Providing directions?
- Do you need a sign to enforce bylaws?

## SOME SAMPLES OF SIGNS AND SUGGESTIONS

The sign pictured below contains some good information but is far too wordy to be an effective risk management tool. The fewer words the better...3 bullets per sign. Advising that the hill is unsupervised is good. This sign also informs that in case of emergency call 911. We would suggest that such advice is no longer required since 911 services are now well known.



The sign advising to STOP and check for sledding activity is good. It should not be attached to the other sign however, as it reduces the likelihood of it being read. By locating that sign on its' own the message would be very clear and good.

The following sign also contains some good information, but is too wordy to be effective. Reminding people to walk up the sides of the hill is fine, but would be more readily seen if the sign was on its' own. Much of the information on this sign is not necessary and that takes away from that which is good. There is no need to tell people that drugs and alcohol aren't allowed in the park...no guns either!

The sign says tobogganing not recommended after dark yet the hours are 5am – 11pm; why bother with that recommendation?



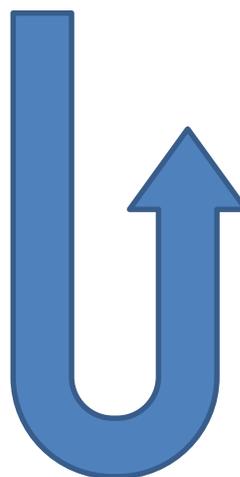
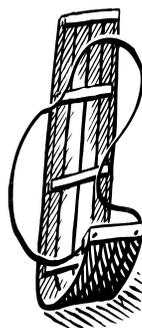
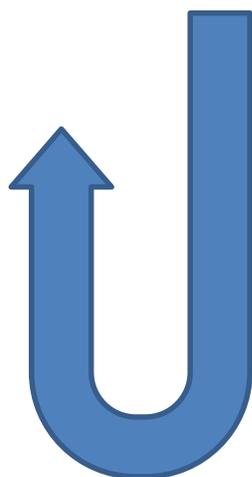
## RECOMMENDED WORDINGS

We recommend the following wording for two signs at your hill:

- *This park is unsupervised*
- *Use of helmets is recommended*
- *If you have a concern or see damage please call 555.1234 or email [parks@municipality.ca](mailto:parks@municipality.ca)*

## Human Bowling

Many young people seem to get their greatest thrills at the toboggan hill by trying to dodge oncoming toboggans. This “human bowling” causes many injuries to the dodgers and those still on their toboggan. Locating a sign at the top of the hill to remind users to slide down the middle and walk up along the sides is recommended.



## Summary

Tobogganing is an activity designed to allow people to experience the thrill of sliding quickly down a snow covered slope before gently coming to a stop. It should not be a high risk activity. By taking some fairly simple steps, you can ensure that toboggan hills in your community are reasonably safe. Remember injuries on the slopes are supposed to happen in spite of your best efforts not due to a lack of your best effort!

Make sure that you:

1. Have a written policy that reflects the level of service you provide the hills.
2. Complete or arrange a risk assessment of your hills.
3. Wherever possible eliminate the chance of colliding with obstacles.
4. When impossible to avoid obstacle slow user and pad obstacle.
5. Take ponds “out of play”.
6. Ensure that signs convey a simple message and locate them properly.



*By taking some simple steps you can reduce the likelihood of seeing the above scene anywhere but on this page!*

## MOTION ACTION LIST

| SHORT TITLE  | REQUESTED (DATE)   | RESPONSIBLE (WHO)                             | COUNCIL MOTION (DESCRIPTION)   | TARGET (DATE)  |
|--|--------------------|---|--|----------------|
| S-Block Parking                                    | September 14, 2021 | Director of Protective & Legislative Services | That Committee direct Administration to return to a future Committee of the Whole meeting with a policy level discussion regarding the use of S-block parking.   | September 2022 |
| Sledding at Snape's Hill                           | January 11, 2022   | Director of Operations                        | That Committee direct Administration to return to Council with a report identifying any opportunities for closure or partial closure of Willow Street and Geikie Street to accommodate sledding at Snape's hill.   | August 2022    |
| Parcel GB Development Information                  | March 8, 2022      | CAO   | That Committee direct Administration to request preliminary information such as renderings and site plans for the proposed GB development and return to a future Committee of the Whole meeting.   | August 2022    |
| Petro Canada                                       | May 17, 2022       | CAO and Director of Operations                | That Council receive the letter for information, and; that Council direct administration to return to a future committee of the whole meeting with a report in respect to the request from Petro Canada.   | August 2022    |
| Public Transportation                              | May 24, 2022       | CAO   | That Committee direct administration finalize a Memorandum of Understanding with Parks Canada for the provision of public transportation services and return to a future committee meeting.  | August 2022    |
| Policy B-017 Community & Economic Development Fund | May 24, 2022       | Director of Community Development             | That Committee refer the matter of funding the Community Economic Development Fund to the 2023 budget discussion.<br><br>That Committee direct administration to conduct a review of the administrative procedures for Policy B-017 Community & Economic Development Fund and present recommendations at a future Committee meeting. | September 2022 |
| JCHC Governance Review - 1                         | June 14, 2022      | CAO   | That Committee direct administration to review corporate structures that would enable JCHC to assume debt  | September 2022 |

|   |                         |   |   |                       |
|---|-------------------------|---|---|-----------------------|
|   |                         |   | independent of the Municipality while also being able to provide some manner of equity in return for capital contributions.   |                       |
| <b>JCHC Governance Review -2</b>                                      | <b>June 14, 2022</b>    | <b>CAO</b>  | That Committee direct administration identify the resources required to produce a strategy to address the 2021 gap and return to Committee prior to the 2023 budget discussions.  | <b>September 2022</b> |
| <b>JCHC Governance Review - 3</b>                                     | <b>June 14, 2022</b>    | <b>CAO</b>  | <del>That Committee direct administration to coordinate a workshop with Colliers, the JCHC and Council to further review the report.</del>  | <b>July 2022</b>      |
| <b>Alberta / Japan Twinning Municipalities Association</b>            | <b>June 14, 2022</b>    | <b>Director of Protective &amp; Legislative Services</b>  | 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<br><ol style="list-style-type: none"> <li>1. Update the MOJ's profile on the A/JTMA website</li> <li>2. Send the A/JTMA an updated flag to be flown at future conferences</li> <li>3. Consider hosting a future A/JTMA conference</li> <li>4. Profile the MOJ's twinning relationship on the new MOJ website</li> <li>5. Prepare/develop a video from the community of Jasper to send to Hakone to acknowledge the 50<sup>th</sup> anniversary of the twinning relationship</li> </ol> | <b>September 2022</b> |
| <b>Developing a Municipal Position on Private Home Accommodations</b> | <b>July 12, 2022</b>    | <b>CAO</b>  | That Committee direct administration to prepare a draft position on PHAs including a review of any new PHAs proposal issued by Parks Canada, and;<br><br>That committee direct administration to present the draft Municipal opinion to Committee of the Whole in a closed session at a future meeting.   | <b>September 2022</b> |
| <b>Utilities Model Review</b>   | <b>February 2, 2022</b> | <b>CAO &amp; Director of Finance &amp; Administration</b> | Committee directed administration to review the utilities model upon completion of four billing cycles following implementation. This was first discussed at the February 2, 2022 Regular Council meeting.  | <b>September 2022</b> |
|   |                         |   |   |                       |