

Municipality of Jasper
Committee of the Whole Meeting Agenda
July 12, 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 Melnyk to chair meeting

2. Additions to agenda

3. Approval of agenda

3.1 July 12, 2022 Committee of the Whole agenda attachment

4. June 28, 2022 Committee of the Whole minutes attachment

4.1 Business arising from minutes

5. Presentations

5.1 Jasper Water Model – Geoffrey Schulmeister, Krista Audia of ISL Engineering & Land Services Ltd. attachment

6. New business

6.1 Water Distribution System Modeling attachment

6.2 Activity Centre Renovation Construction Management RFP attachment

6.3 Food Security Program Update attachment

6.4 Paid Parking Program Update attachment

6.5 Developing a Municipal Position on Private Home Accommodations attachment

6.6 Public Transportation System RFP Award attachment

6.7 Legislative Committee – Procedure Bylaw #190 – Agenda Structure attachment

7. Correspondence

8. Motion Action List attachment

9. Council representation on various boards, upcoming meetings

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

10. Upcoming events

Summer break – no Committee meeting on July 26, 2022 or Regular Council meeting on August 2, 2022

11. Adjournment

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

Municipality of Jasper
Committee of the Whole Meeting Minutes
 Tuesday, June 28, 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 Kathleen Waxer, Councillors Helen Kelleher-Empy, Wendy Hall, and Scott Wilson		
Absent	Councillors Ralph Melnyk and Rico Damota		
Also present	Bill Given, Chief Administrative Officer John Greathead, Director of Operations Christine Nadon, Director of Protective & Legislative Services Christopher Read, Director of Community Development Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator Faraz Khan, Municipal Energy Manager Nancy Robbins, Community Futures West Yellowhead Sasha Galitzki, Beth McLachlan, Willow Ellevsen & Ryan Esch, Jasper Local Food Society Erin Toop & Rob McDonnell, WSP Peter Shokeir, The Fitzhugh Bob Covey, The Jasper Local 6 observers		
Call to Order	Deputy Mayor Waxer called the June 28, 2022 Committee of the Whole meeting to order at 9:30am and read a Traditional Land Acknowledgement .		
Additions to the Agenda	Administration requested the following item be added to the agenda: 7.6 Appointments to Emergency Advisory Committee		
Approval of agenda #289/22	MOTION by Councillor Kelleher-Empy to approve the agenda for the June 28, 2022 Committee of the Whole meeting as amended.		
	FOR	AGAINST	
	5 Councillors	0 Councillor	CARRIED
Committee of the Whole Minutes #290/22	MOTION by Councillor Wilson to accept the June 14, 2022 Committee of the Whole minutes as information.		
	FOR	AGAINST	
	5 Councillors	0 Councillor	CARRIED
Business arising	none		

<p>Presentation – Community Futures West Yellowhead (CFWY) #291/22</p>	<p>Council received a presentation from Nancy Robbins of CFWY regarding a proposal to undertake a Triage Business Retention and Expansion Project in the West Yellowhead communities of Jasper, Hinton, Edson, Grande Cache and Yellowhead County.</p>			
	<p>MOTION by Councillor Wilson that Committee recommend Council support CFWY with both financial and in kind support for Triage Business Retention and Expansion Project and direct Administration to identify appropriate funding sources for consideration by Council at the meeting next week.</p>			
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<p>FOR 5 Councillors</p>	<p>AGAINST 0 Councillor</p>	<p>CARRIED</p>		
<p>Presentation – Jasper Local Food Society #292/22</p>	<p>Council received a presentation from members of the Jasper Local Food Society - Sasha Galitzki, Beth McLachlan, Willow Ellevsen, and Ryan Esch. Topics included food security, community gardens, composting, food bank services, volunteer burnout and more.</p>			
	<p>MOTION by Mayor Ireland that Committee direct Administration to explore opportunities for the Municipality of Jasper to support food security efforts in Jasper and report back to a future Committee of the Whole meeting.</p>			
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<p>Department Report - Municipal Energy Manager #293/22</p>	<p>Municipal Energy Manager Faraz Khan presented an update to Council on his progress since joining the Municipality in April of 2022.</p>			
	<p>MOTION by Councillor Kelleher-Empey that Committee accept the Energy Manager Update for information.</p>			
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<p>FOR 5 Councillors</p>	<p>AGAINST 0 Councillor</p>	<p>CARRIED</p>		
<p>Robson and Lion’s Park Planning #294/22</p>	<p>Council received a presentation from Erin Toop and Rob McDonnell of WSP on the Robson and Lion’s Park Planning Project.</p>			
	<p>MOTION by Councillor Wilson that Committee receive WSP presentation on Robson and Lion’s Park Planning for information; and</p>			
	<p>That Committee direct conceptual plans be developed in a scale reflective of today’s Committee of the Whole discussion.</p>			
	<table border="0"> <tr> <td data-bbox="399 1638 553 1701"> <p>FOR 5 Councillors</p> </td> <td data-bbox="683 1638 829 1701"> <p>AGAINST 0 Councillor</p> </td> <td data-bbox="1360 1680 1471 1701" style="text-align: right;"> <p>CARRIED</p> </td> </tr> </table>	<p>FOR 5 Councillors</p>	<p>AGAINST 0 Councillor</p>	<p>CARRIED</p>
<p>FOR 5 Councillors</p>	<p>AGAINST 0 Councillor</p>	<p>CARRIED</p>		
<p>Recess</p>	<p>Deputy Mayor Waxer called a recess from 11:40 to 11:50am.</p>			
<p>Jasper Food Bank #295/22</p>	<p>MOTION by Councillor Wilson that Committee recommend Council approve the request from the Jasper Food Bank to pick up cardboard on-site, and direct Administration to</p>			

provide this service at no cost.

FOR	AGAINST	
5 Councillors	0 Councillor	CARRIED

Activity Centre Renovation Project Update #296/22

MOTION by Councillor Wilson that Committee receive the June 2022 Activity Centre Renovation Progress Update for information.

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED

Policy Review Priority List #297/22

MOTION by Councillor Kelleher-Empy that Committee recommend Council approve the Policy Review Priority List as presented.

FOR	AGAINST	
5 Councillors	0 Councillor	CARRIED

Appointments to Commercial Use of Public Space Taskforce #298/22

MOTION by Councillor Kelleher-Empy that Committee recommend Council appoint members of Council, as recommended by the Mayor, to represent the Municipality on the Commercial Use of Public Space Taskforce.

FOR	AGAINST	
5 Councillors	0 Councillor	CARRIED

Appointments to Emergency Advisory Committee #299/22

MOTION by Councillor Wilson that Committee recommend Council appoint members of Council, as recommended by the Mayor, to the Emergency Advisory Committee.

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED

Correspondence – Jasper Home Accommodation Association (JHAA) #300/22

MOTION by Councillor Kelleher-Empy that Committee receive the correspondence from the JHAA for information.

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED

Motion Action List

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

#301/22

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

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED

Councillor reports

Councillor Kelleher-Empy attended an Evergreens Foundation meeting last Wednesday.

Councillors Wilson and Damota attended the annual general meeting of Community Futures West Yellowhead on June 23.

Councillor Waxer spoke on behalf of Mayor and Council at the 2022 graduation ceremony for École Desrochers.

Mayor Ireland will be speaking at the Jasper Junior Senior High School graduation ceremony tomorrow afternoon. He also has a Zoom meeting Thursday morning with the CAOs and Mayors of Banff, Canmore, and Jasper and a consultant to discuss provincial advocacy on obtaining tourism community status.

All Councillors are invited to a Teams meeting scheduled for Monday with Minister Shandro, primarily to discuss policing services.

Upcoming Events Council reviewed a list of upcoming events.

In Camera
#302/22

MOTION by Councillor Kelleher-Empey to move in camera at 12:24pm to discuss agenda items:
12.1 Advice From Officials: RCMP detachment site development – FOIP, S. 24(1)(c)
12.2 Personnel matter: CAO performance feedback – FOIP, S. 17(4)(f)

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED

Mr. Given and Ms. Acorn also attended the in camera session.

Revert to open meeting
#303/22

MOTION by Councillor Kelleher-Empey that Committee of the Whole revert to open meeting at 12:57pm.

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED

Adjournment
#304/22

MOTION by Councillor Hall, there being no further business, the Committee of the Whole meeting of June 28, 2022 be adjourned at 12:58pm.

FOR	AGAINST	
5 Councillors	0 Councillors	CARRIED



Municipality of Jasper – July 2022

Jasper Water Model



Purpose of Study

The Jasper Water Model was developed to meet the following objectives:

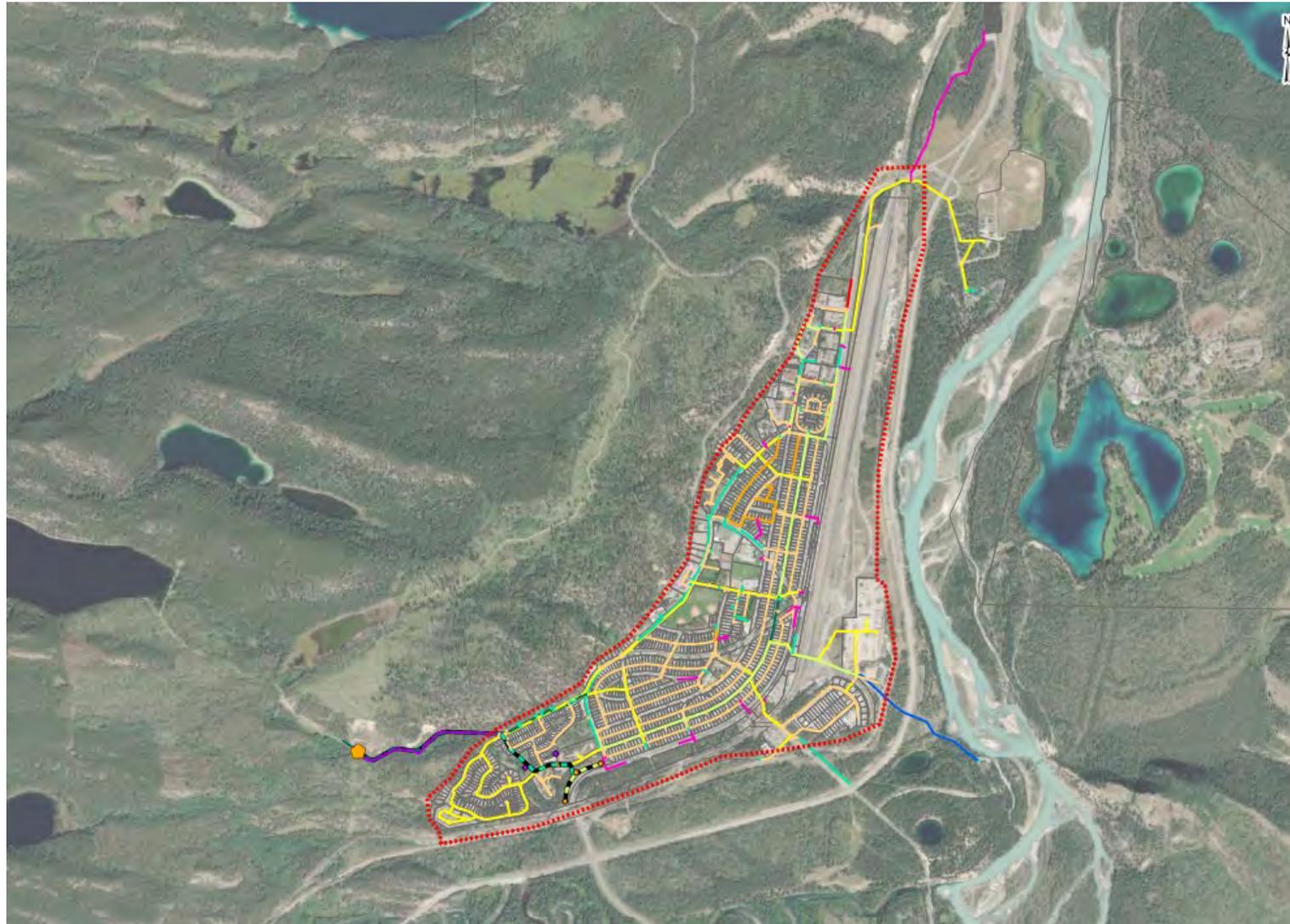
- Generate a comprehensive inventory of the existing water system and a hydraulic capacity assessment
- Develop a comprehensive water model for the service area using Bentley WaterCAD software that is compatible with the Municipality's current GIS software systems
- Calibrate the water model to represent real-life conditions more accurately
- Conduct an evaluation of the existing system and provide recommendations for upgrades and maintenance, including associated costs
- Identify upgrades required to service future development growth, including associated costs
- Develop a condition rating system and prioritization plan for recommended upgrades

Methodology

- Task 1: Data Collection and Existing System Inventory
 - Project Management
 - Background Review and Data Collection
 - Population and Water Demand Forecasts
 - Infrastructure Inventory
- Task 2: Develop Water Modelling System
 - Model Creation
 - Hydrant Flow Testing
 - Model Calibration
- Task 3: Existing System Assessment
 - Unaccountable Loss Analysis
 - Existing System Assessment
- Task 4: Future Conditions Assessment
 - Future Conditions Assessment
- Task 5: Identify Required Upgrades to Meet Existing and Future Needs
 - Infrastructure Upgrade Analysis
 - Staging Plan
- Task 6: Final Recommendations



Existing System

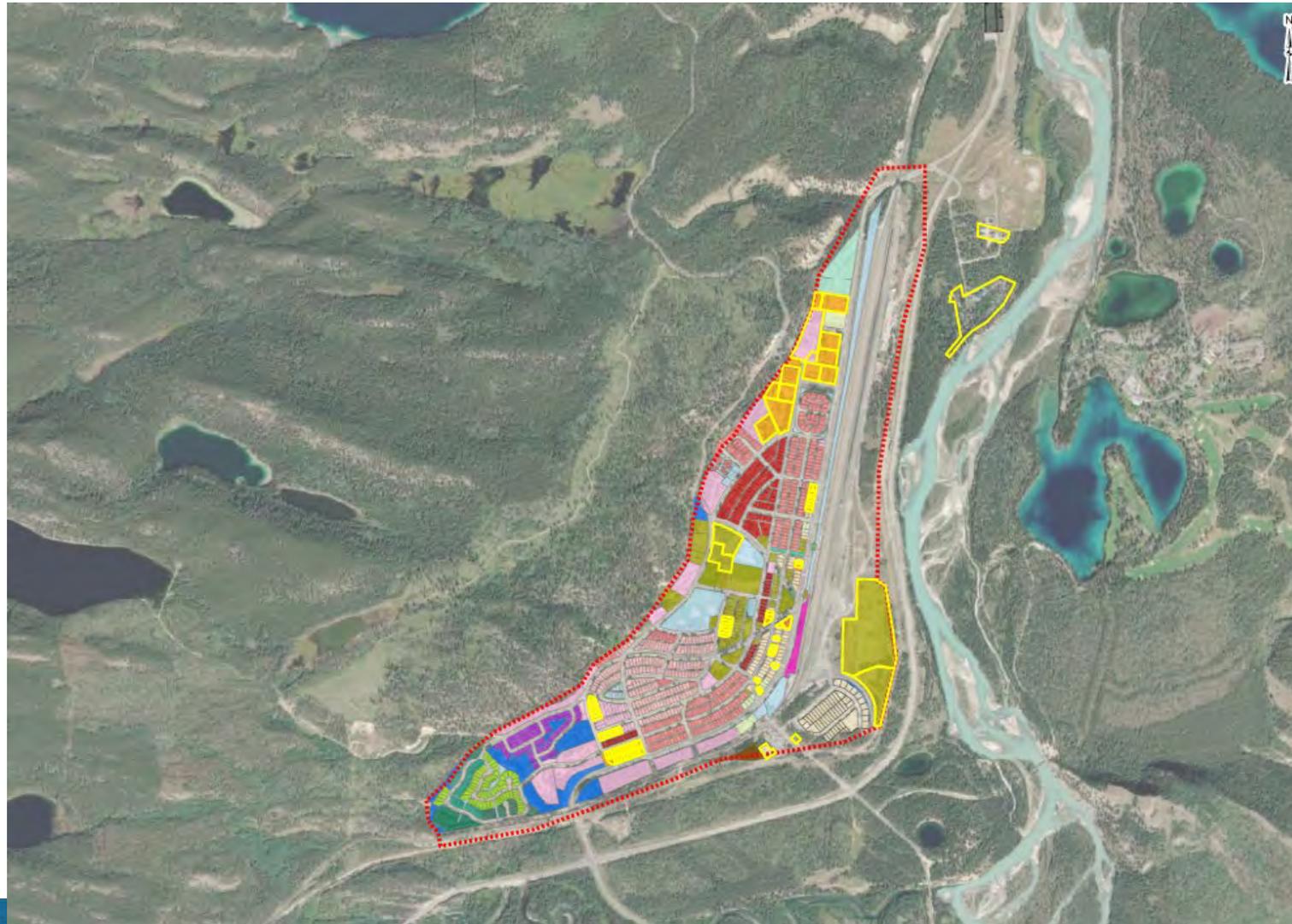


- Legend**
- Reservoir
 - Townsite Boundary
 - Cadastral
- Well**
- Monitoring
 - Production
- Watermain Diameter**
- 40 mm (Potable)
 - 50 mm (Potable)
 - 80 mm (Potable)
 - 100 mm (Potable)
 - 150 mm (Potable)
 - 150 mm (Raw)
 - 200 mm (Potable)
 - 250 mm (Raw)
 - 250 mm (Potable)
 - 300 mm (Raw)
 - 300 mm (Potable)
 - 350 mm (Raw)
 - 350 mm (Potable)
 - 400 mm (Potable)
 - 450 mm (Potable)

Population Horizons

- The Municipality's water distribution system was assessed for three scenarios:
 - Existing Conditions – Population of 4,738 based on the 2021 Census data
 - 10-Year Growth (2032) – Population of 7,107
 - 25-Year Growth (2047) – Population of 10,661
- The 10- and 25-year growth populations were determined by applying an annual growth of 5% based on the baseline population of 4,738 applied to the Existing Conditions scenario.
- The townsite's footprint is not expected to grow given the geographical constraints of the area. There are also very few parcels that are undeveloped, meaning that most growth will occur through infills and densification.

High Water Users



Legend

- | | |
|---|-------------------------------------|
| Townsite Boundary | HS (Hostel) |
| Top Water User | I (Institutional) |
| Existing Zoning District | |
| C1 (Central Business District) | NOS (Natural Open space) |
| C2 (Tourist Commercial District) | PS (Public Services) |
| C3 (Tourist Commercial Town Centre) | R1 (One-Family Dwelling District) |
| C4 (Automobile Service Station) | R2 (Two-Family Dwelling District) |
| CCWa (Cabin Creek West One-Unit Dwelling) | R2H (Old Town Jasper Historic) |
| CCWb (Cabin Creek West Two-Unit Dwelling) | R3a (Multi-Unit Small Lot Dwelling) |
| CCWc (Cabin Creek West Multi-Unit Dwelling) | R3b (Multi Dwelling) |
| CR (Community Reserve) | R4 (Compact Lot) |
| | ROAD |
| | ROS (Recreational Open Space) |
| | S (Storage and Services) |
| | Unzoned Cemetery |

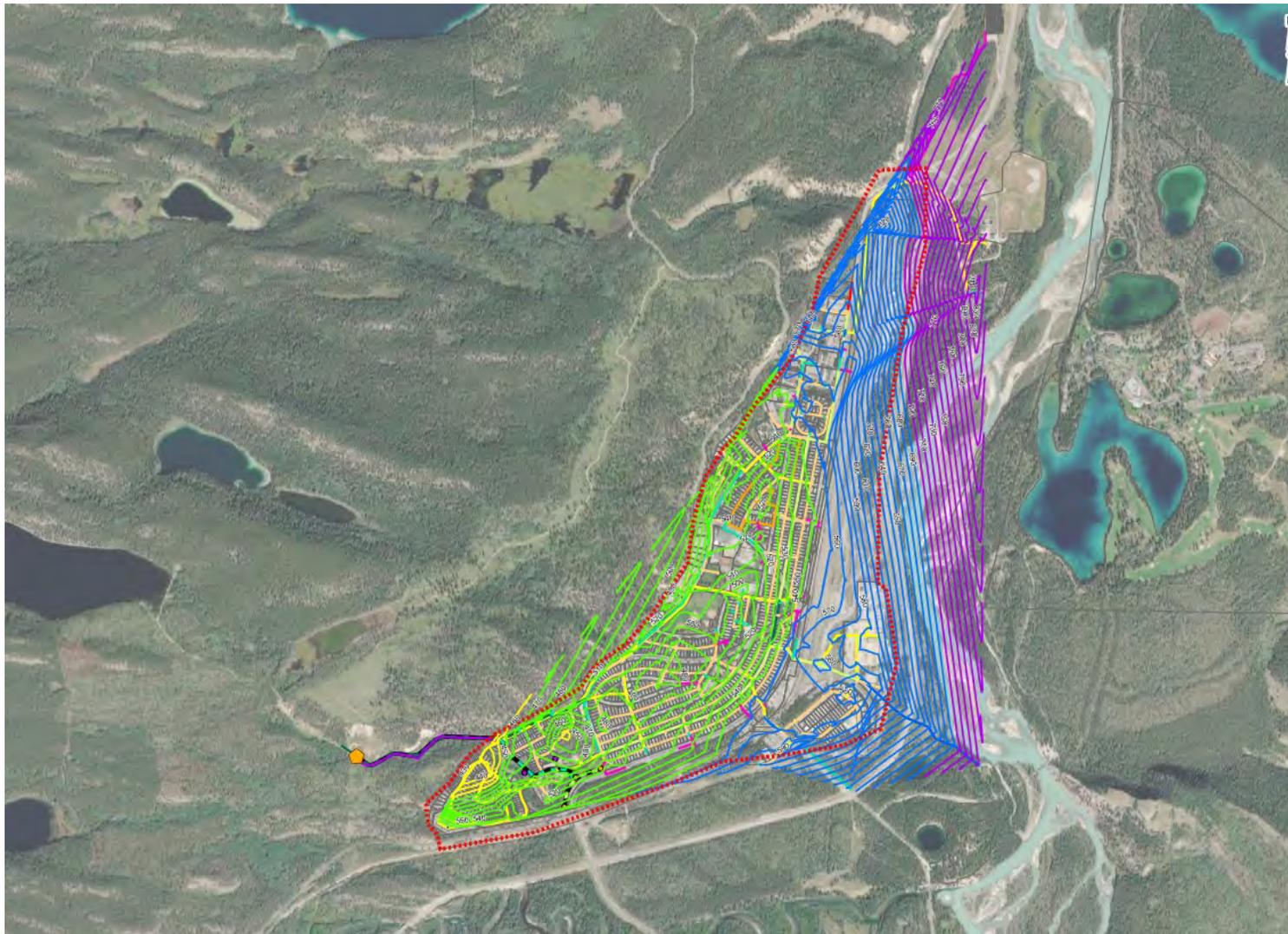
Existing System Assessment Criteria

- Average Day Conditions
 - Typical minimum pressure of 350 kPa (soft target)
 - Maximum pressure at service connection – 550 kPa
 - Maximum pressure in main where no services exist – 700 kPa
- Peak Hour Conditions
 - Minimum pressure of 275 kPa
- Fire Flow Conditions
 - Minimum system pressure of 140 kPa during fire flow conditions

Existing System Assessment

- Higher pressures are exhibited to the east near the river in the lower terrain, while lower pressures are prevalent along the northwestern boundary of Jasper where the elevations are higher.
- The large variability in demands caused by seasonal tourists results in a big variance in pressures.
 - This coupled with the single pressure zone and topography could support the implementation of additional pressure zones to better control system pressures.
- Watermains near the river exhibit pressures greater than 800 kPa. This is quite high, given that the recommended maximum pressure is 550 kPa, or 670 kPa if localized pressure reducing valves (PRVs) are installed on services. Note that high watermain pressures can contribute to leakage longer term.
- Pressures are generally on the high end (or exceeding guidelines) under Average Day Demand (ADD) conditions, while there are some areas with pressures slightly too low under Peak Hour (high) Demand (PHD) conditions, with the worse locations being in the middle of Town (Elm Ave, Geikie Street, Pyramid Lake Road area), as well as at the Jasper Inn & Suites.

Existing System Assessment – ADD



Legend

- Reservoir
- Townsite Boundary
- Cadastral

Well

- Monitoring
- Production

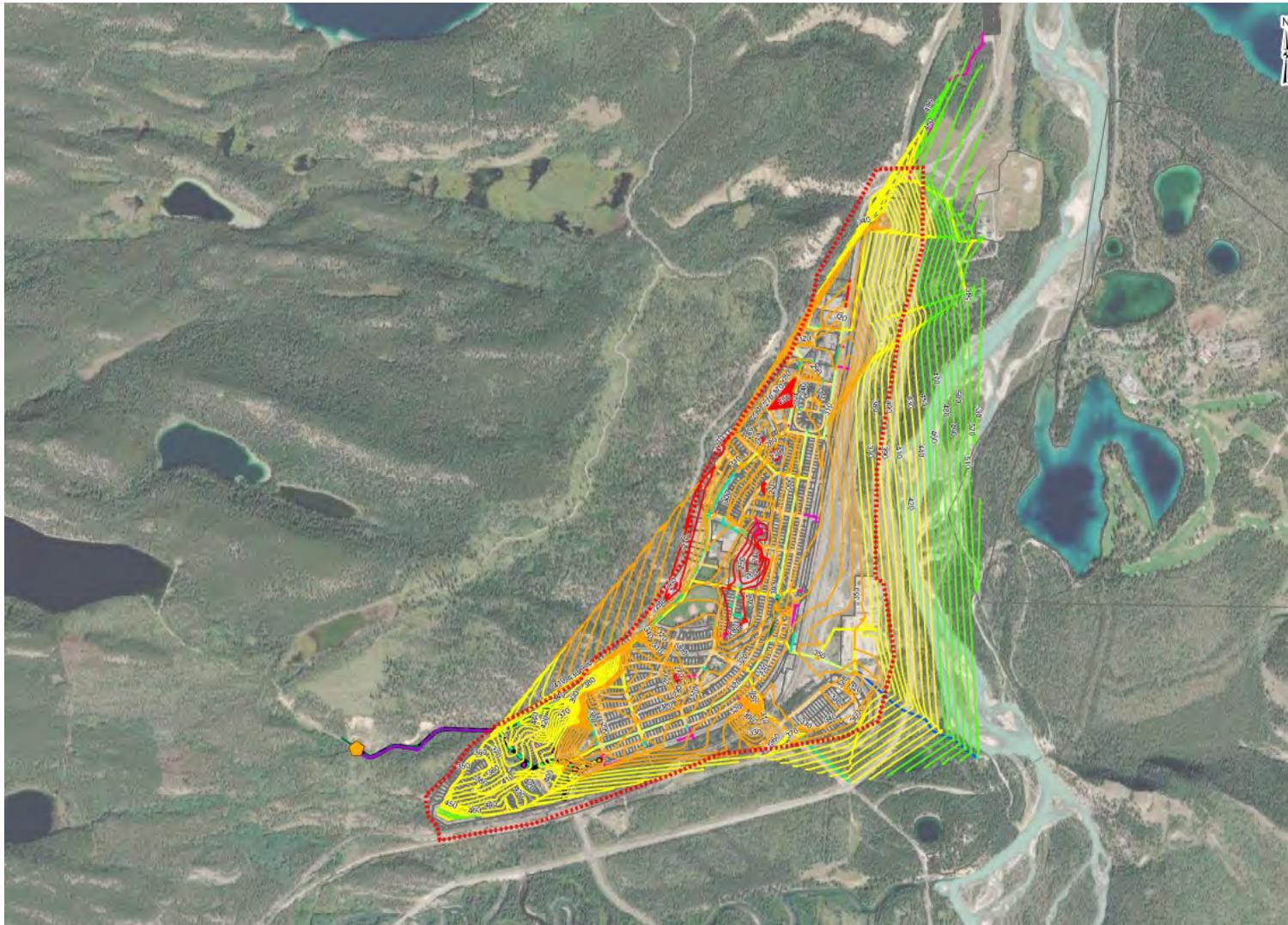
Watermain Diameter

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- 300 mm (Raw)
- 300 mm (Potable)
- 350 mm (Raw)
- 350 mm (Potable)
- 400 mm (Potable)
- 450 mm (Potable)

Average Day Pressure

- Less than 275kPa
- 275 to 350kPa
- 350 to 450kPa
- 450 to 550kPa
- 550 to 700kPa
- Greater than 700kPa

Existing System Assessment – PHD



Legend

- Reservoir
- Townsite Boundary
- Cadastral

Well

- Monitoring
- Production

Watermain Diameter

- 40 mm (Potable)
- 50 mm (Potable)
- 80 mm (Potable)
- 100 mm (Potable)
- 150 mm (Potable)
- 150 mm (Raw)
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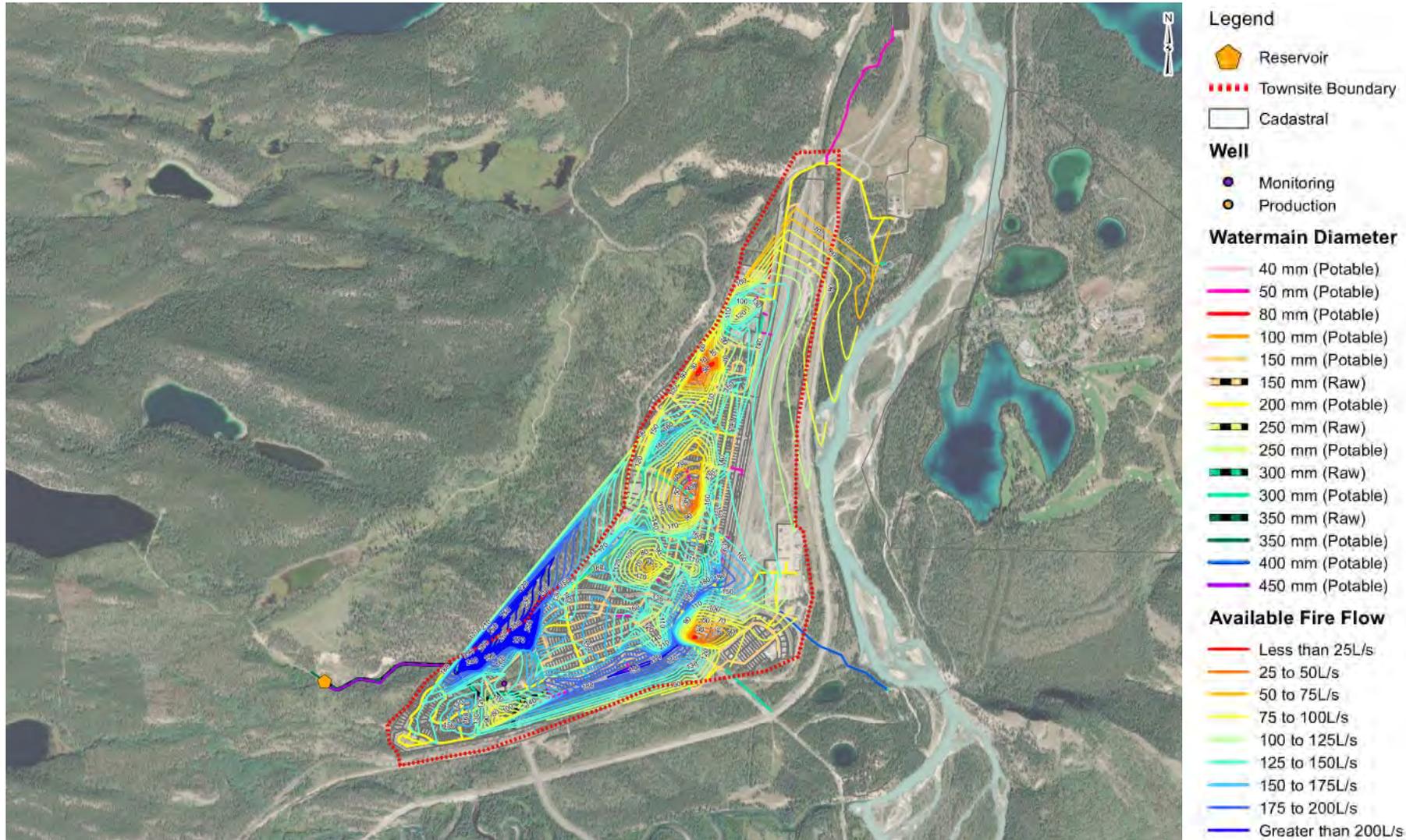
Peak Hour Pressure

- Less than 275kPa
- 275 to 350kPa
- 350 to 450kPa
- 450 to 550kPa
- 550 to 700kPa
- Greater than 700kPa

Existing System Assessment

- The hydrant with the smallest available fire flow occurs at the Jasper Inn & Suites as the minimum pressure constraint of 140 kPa under fire flow conditions occurs at a low flow due to the size and roughness of the connected main (typically hydrants are only on 200 mm and larger with looping available – this is a longer run of 150 mm pipe with no looping so it would not meet current design standards).
- Other areas with significant fire flow deficiencies also occur on dead-end small diameter watermains (100 mm and 150 mm) with a reduced 'C' value as determined through the calibration exercise.
- The highest allowable land use type was calculated for Jasper based on the existing available fire flow.
- There is sufficient storage at the existing reservoir under existing conditions. As such no water storage upgrading is required at this time.
- The raw water supply flow rate is sufficient under ADD and MDD conditions if there is some reserve capacity in the reservoir to supplement the deficiency. If MDD conditions extend beyond a 24-hour duration, the reservoir would continue to be depleted, which could become a concern.
- A desktop exercise was undertaken to identify areas of the system that are likely more susceptible to leakage. The critical factors that were considered in this exercise were watermain age, watermain material, and pressure under ADD conditions.

Existing System Assessment – MDD + FF



Potential Infill Lots



Legend

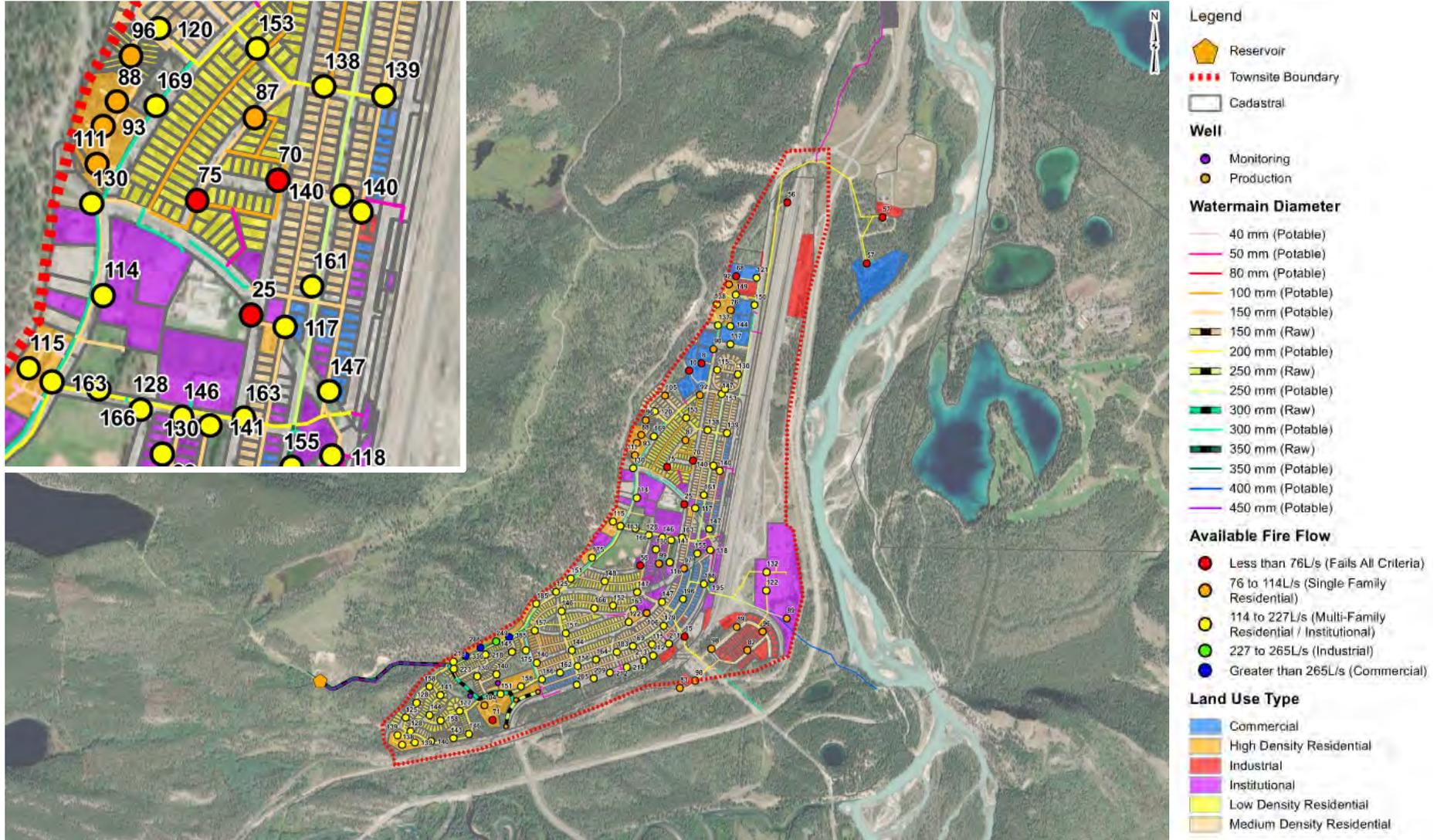
..... Townsite Boundary

Potential Infill Lot

□ No

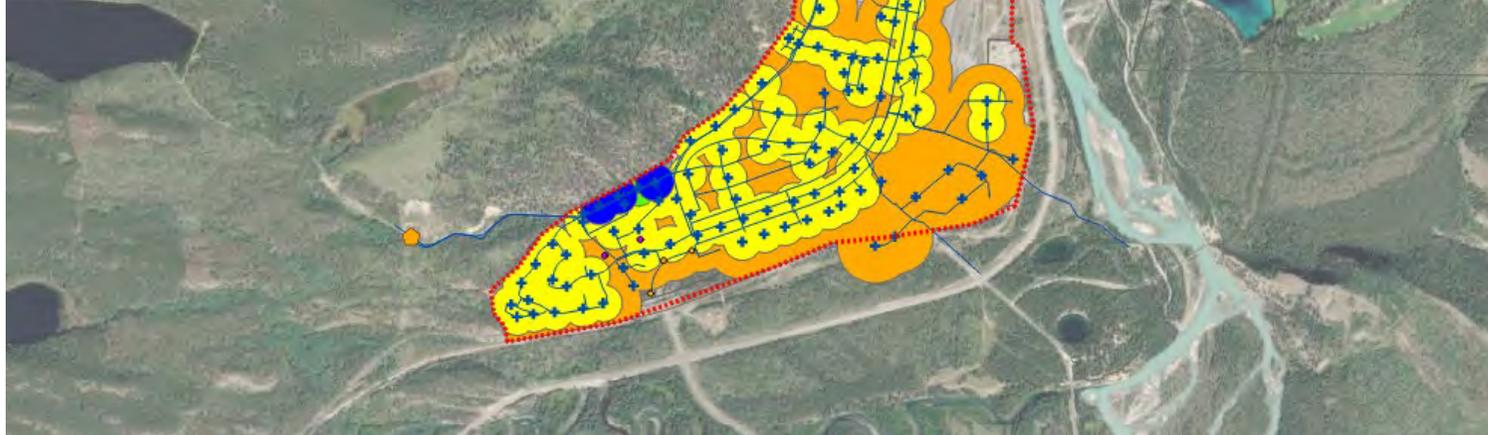
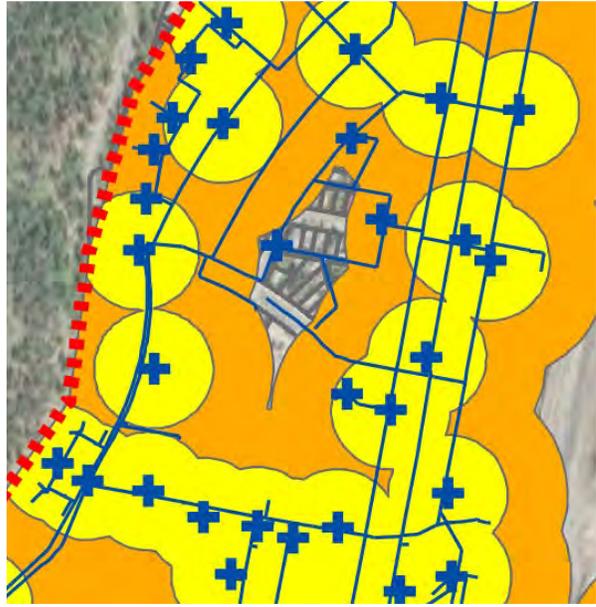
■ Yes

Existing Fire Flow Compared to Land Use Type



Existing Fire Flow Level of Service

Note: fire flow criteria can be reduced by up to 50% if sprinklers are installed in buildings.



Legend

- + Hydrant
- Reservoir
- Watermain
- Townsite Boundary
- Cadastral

Well

- Monitoring
- Production

Possible Land Use Type

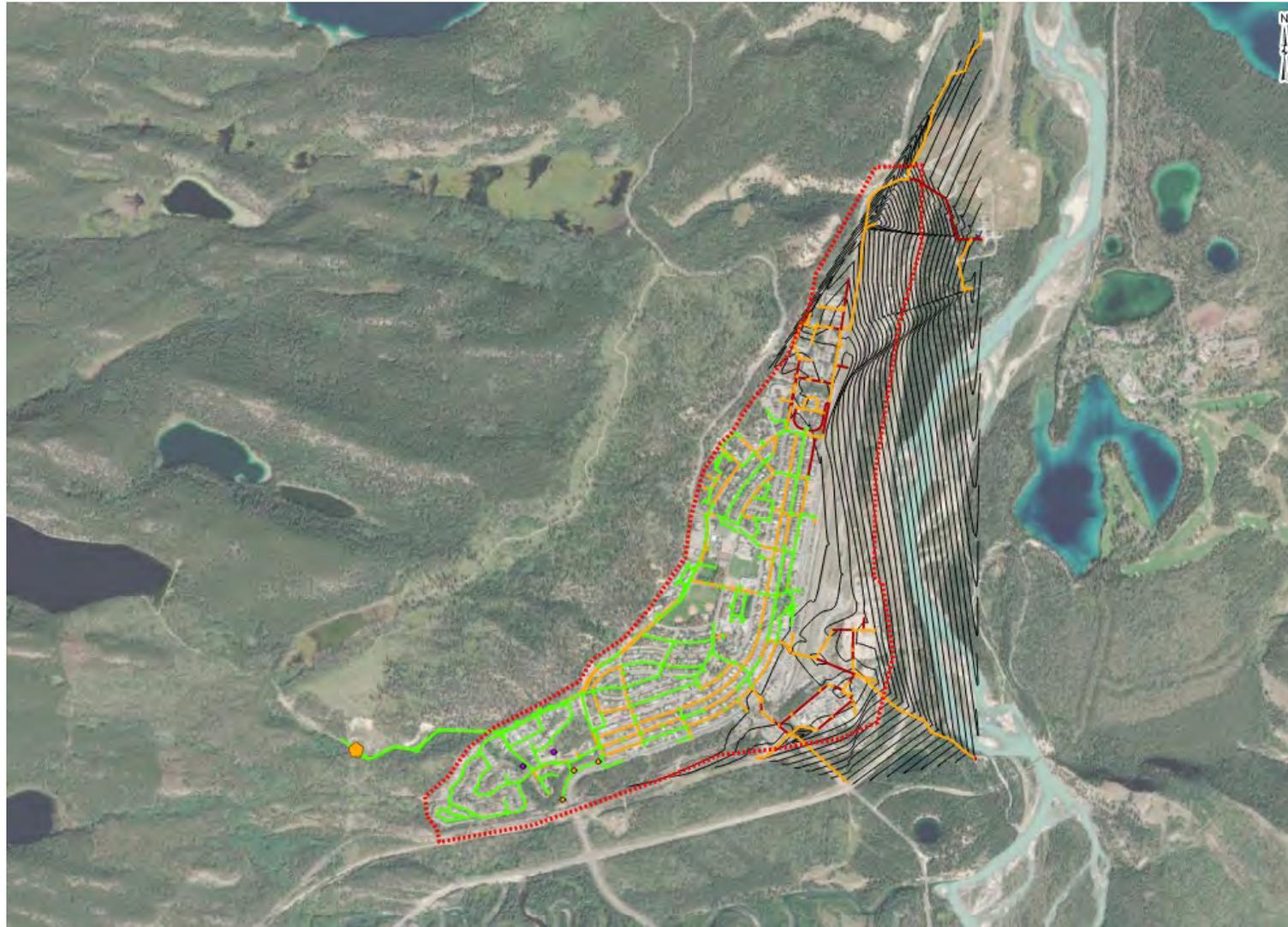
- No Sufficient Fire Flow Coverage (Less than 76L/s)
- Single Family Residential (76 to 114L/s)
- Multi-Family Residential / Institutional (114 to 227L/s)
- Industrial (227 to 265L/s)
- Commercial (Greater than 265L/s)

Note: Hydrant coverage is based on the City of Calgary's Subdivision Servicing Design Guidelines.

Low Density Residential: 150m Radius
All Other Land Use Types: 75m Radius

This assumes no other hydrants are added to the system, which would also increase the hydrant coverage.

Potential Leakage



Legend

- Reservoir
- Contours above 550kPa under ADD Conditions
- Townsite Boundary
- Cadastral

Well

- Monitoring
- Production

Leakage Investigation Priority

- Low (No Key Indicators)
- Medium (One Key Indicator)
- High (Multiple Key Indicators)

Leakage Solutions

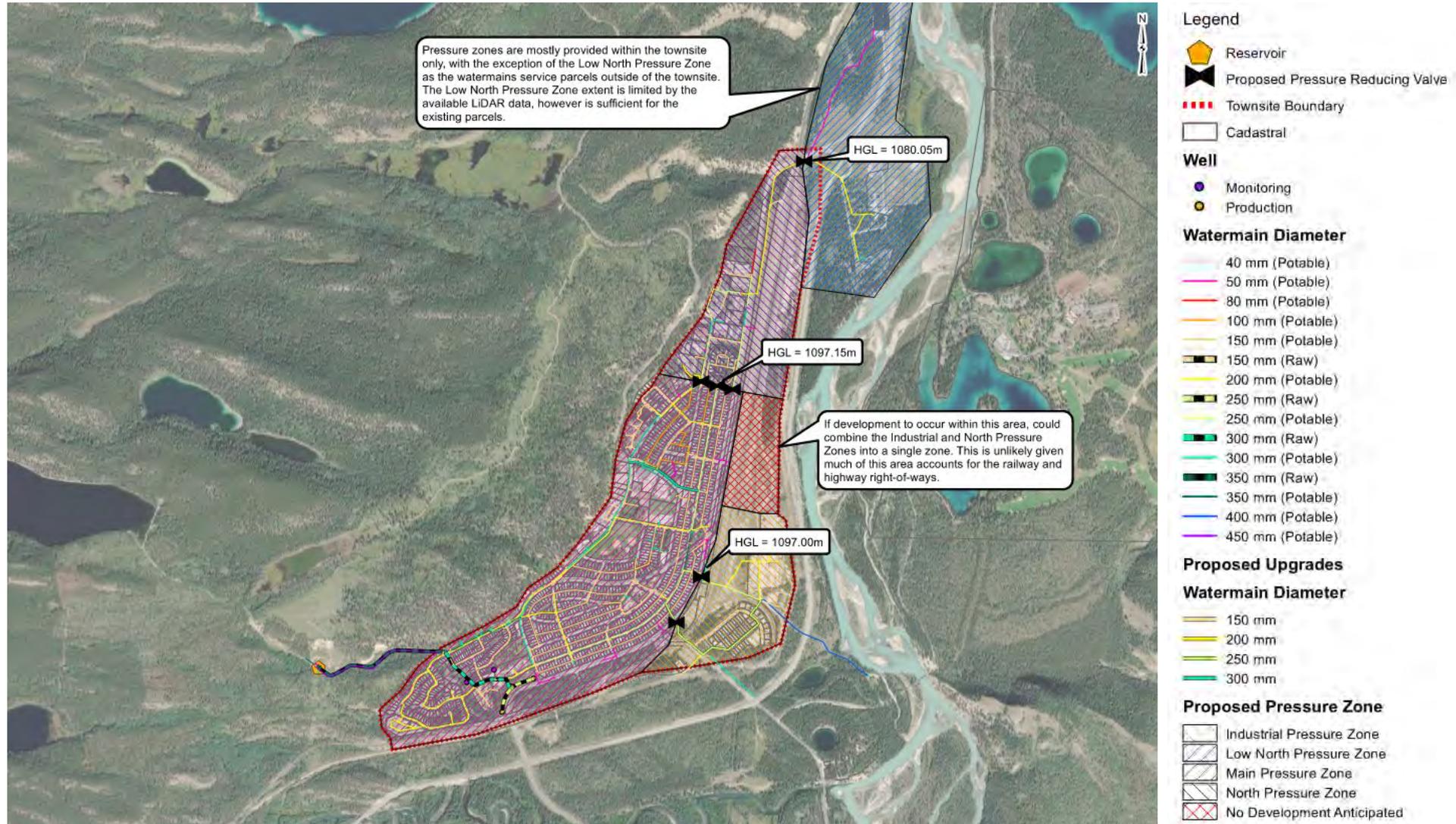
- Short-Term Solutions
 - Differentiate between unaccounted for water due to irrigation versus leakage. This could be accomplished by metering irrigation from potable water.
 - Watermains with high normal operating pressures can also be reviewed to determine their watermain pressure rating. If the pressure ratings are insufficient for the system pressures, these watermains can be flagged for potential upgrades.
- Medium-Term Solutions
 - Suspected watermains with higher leakage can be tested in the field.
 - Areas with higher pressures under normal operating pressures can also be divided into separate pressure zones through PRVs. This would reduce the pressures in the lower-lying areas.
- Long-Term Solutions
 - A replacement program can be undertaken to remove any watermains that are likely contributing to leakage. Replacements should be prioritized based on the severity and be coupled with other capital projects to reduce capital costs.



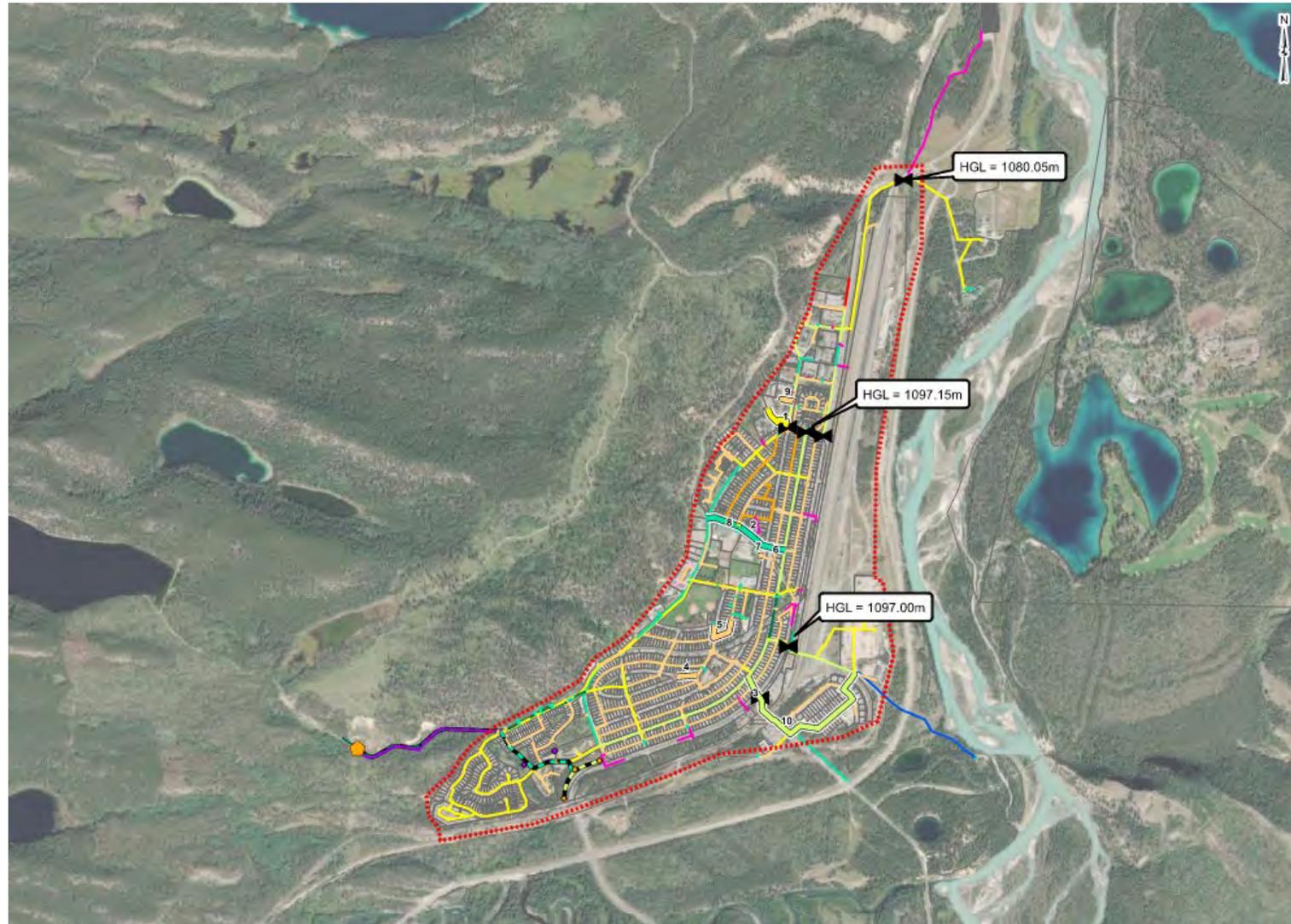
Existing System Upgrades

- Upgrades to existing system infrastructure were added to the model to determine the system improvements.
- The focuses were to reduce the high pressures in lower elevations under ADD and MDD conditions, increase pressures where deficiencies were noted under PHD conditions, and improve available fire flows at hydrants.
- To reduce high pressures, three new pressure zones were implemented via eight new pressure reducing valves (PRVs).
- To improve pressure and fire flow deficiencies, some looping and pipe upsizing is recommended.
 - A 250 mm backbone is proposed in the industrial lands to provide additional fire flow protection.
 - Two connections were added on Pyramid Lake Road. One connects the two sections of 300 mm watermains, and another connects the 50 mm cast iron watermain on the alley between Colin Crescent and Geikie Street to the 300 mm watermains.
 - Smaller localized upgrades were also proposed on dead-end watermains to improve the pressures and fire flows.
- Consideration for upgrading areas with small fire flow deficiencies could be made during roadworks programs. The recommendation in this case would be to replace watermains 150 mm or smaller with 200 mm to 300 mm mains, to improve fire flows in Jasper.

Recommended Existing System Pressure Zones



Recommended Existing System Upgrades



Legend

- Reservoir
- Proposed Pressure Reducing Valve
- Townsite Boundary
- Cadastral
- Well**
- Monitoring
- Production

Watermain Diameter

- 40 mm (Potable)
- 50 mm (Potable)
- 80 mm (Potable)
- 100 mm (Potable)
- 150 mm (Potable)
- 150 mm (Raw)
- 200 mm (Potable)
- 250 mm (Raw)
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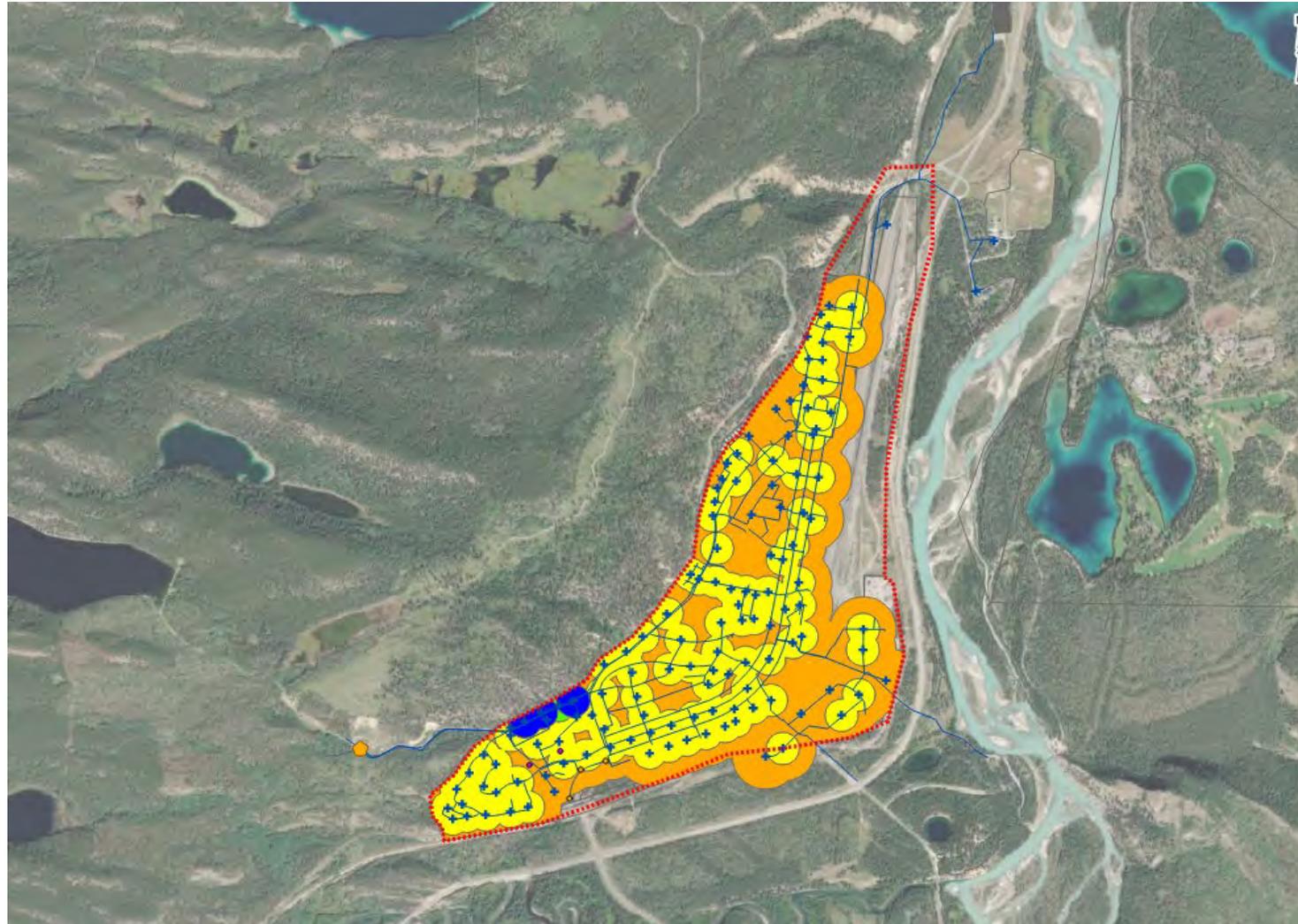
Proposed Upgrades

Watermain Diameter

- 150 mm
- 200 mm
- 250 mm
- 300 mm

Existing with Upgrades Fire Flow Level of Service

Note: fire flow criteria can be reduced by up to 50% if sprinklers are installed in buildings.



Legend

- Hydrant
- Reservoir
- Watermain
- Townsite Boundary
- Cadastral

Well

- Monitoring
- Production

Possible Land Use Type

- No Sufficient Fire Flow Coverage (Less than 76L/s)
- Single Family Residential (76 to 114L/s)
- Multi-Family Residential / Institutional (114 to 227L/s)
- Industrial (227 to 265L/s)
- Commercial (Greater than 265L/s)

Note: Hydrant coverage is based on the City of Calgary's Subdivision Servicing Design Guidelines.

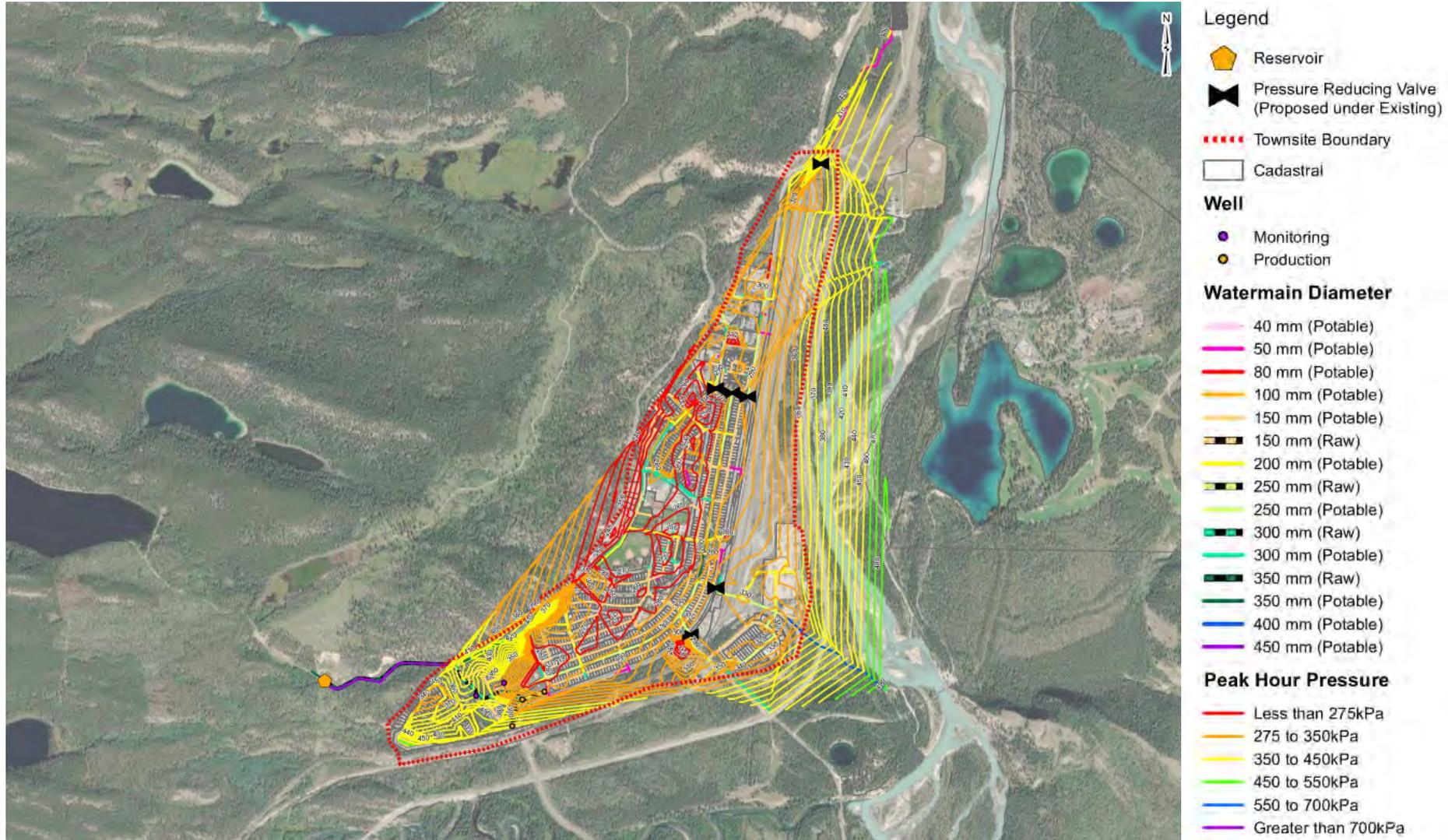
**Low Density Residential: 150m Radius
All Other Land Use Types: 75m Radius**

This assumes no other hydrants are added to the system, which would also increase the hydrant coverage.

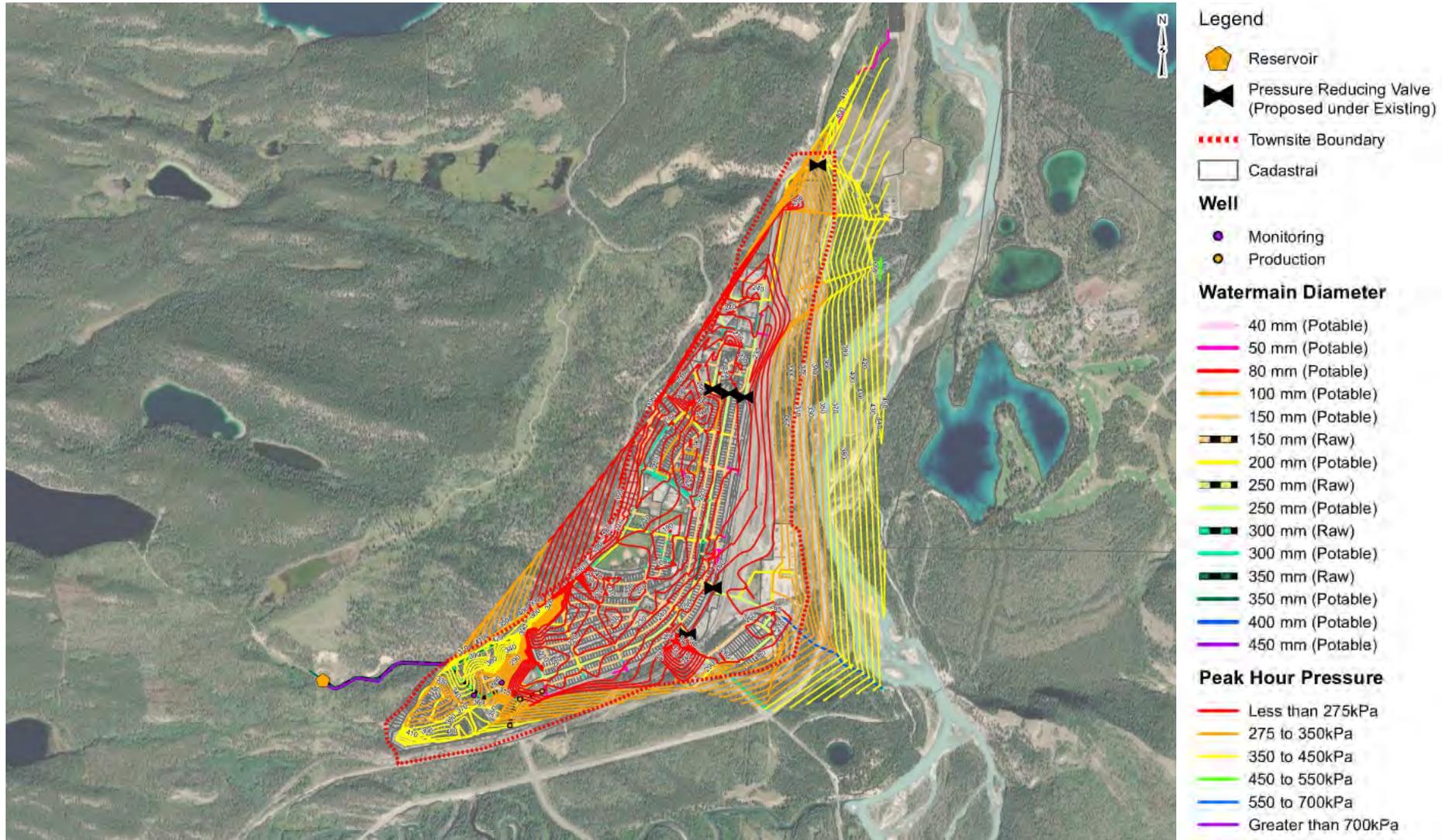
Future System Assessment

- In the 10-year growth horizon, pressures are adequate under ADD and MDD conditions, however, drop below the recommended minimum pressure of 275 kPa under PHD conditions due to high demands relative to watermain sizing. Lower pressures are generally in the center of the Municipality.
 - Note that this includes the existing system upgrades implemented in full.
- Results from the 25-year growth horizon are generally like the 10-year, with ADD and MDD conditions performing adequately but PHD suggesting significant losses throughout the system. Lower pressures are generally in the center of the municipality.
 - Again, note that this includes the existing system upgrades implemented in full.

Future System Assessments – PHD (10-Year Growth Scenario)



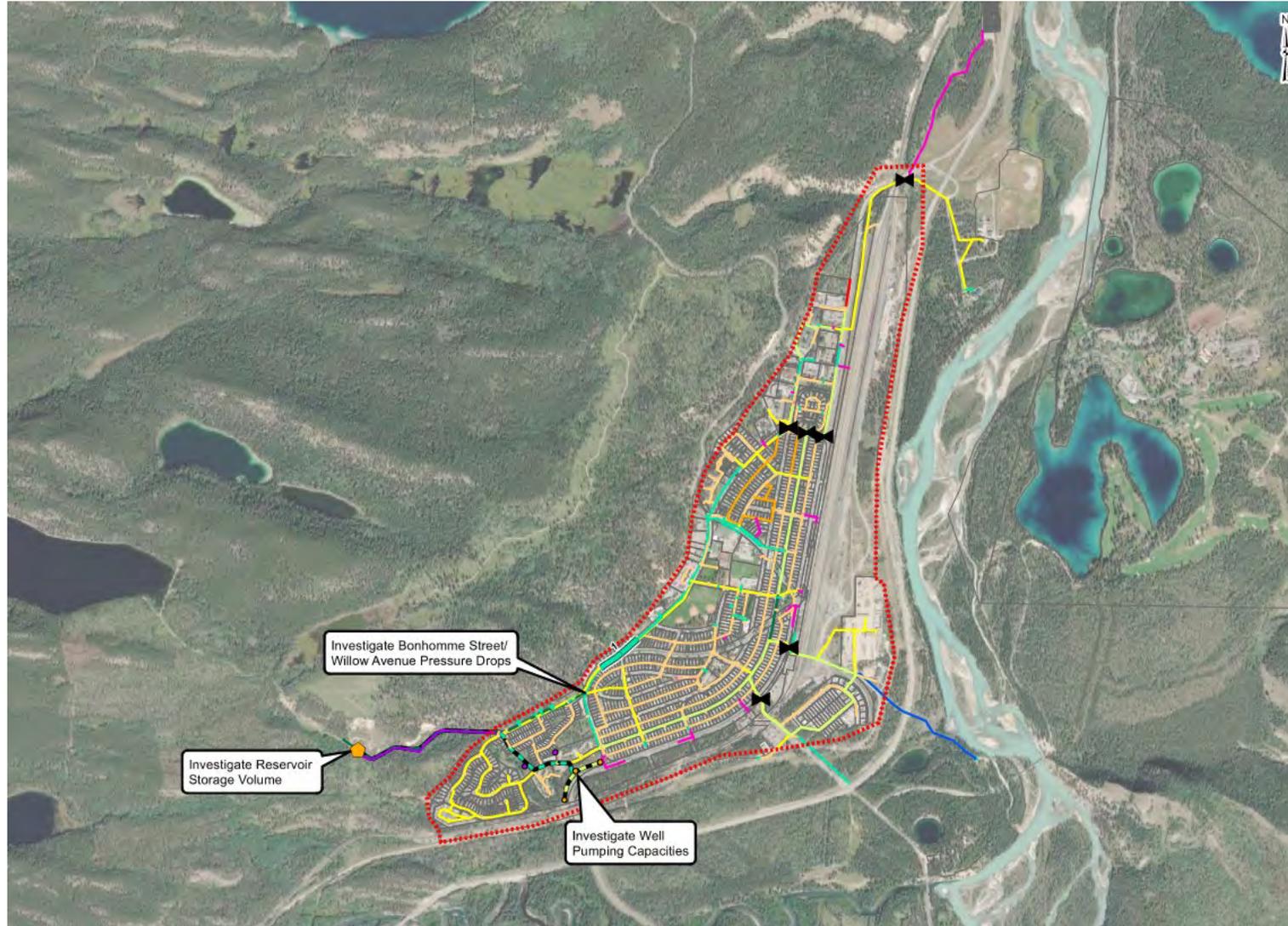
Future System Assessments – PHD (25-Year Growth Scenario)



Future System Upgrades

- To improve pressures under peak hour demands, some watermain upgrades are recommended along Bonhomme Street.
- The source of significant pressure drops near the intersection of Bonhomme Street and Willow Avenue should be investigated and mitigated to also improve pressures.
- No specific watermain upgrades are recommended to improve fire flows throughout the network, however, smaller diameter watermains (150 mm and under) should be considered for upsizing if these align with any other capital upgrades or roadworks improvement programs.
- Upgrades to the reservoir are not recommended in terms of storage capacity due to a marginal insufficiency. Instead, it is suggested that the Municipality confirms the exact reservoir sizing in the field and recheck the storage requirements following this confirmation as well as reviewing chlorine contact time requirements with AEP to ensure future needs are fully met.
- The pumping capacities of the three production wells should be investigated in the field, and updates to the WaterCAD model can be made accordingly to enhance the model as a single design point was used as pump curves for these wells were not available. Following this verification, review of water supply capacity for the future can be more completely assessed in conversation with AEP given the unique seasonal nature of Jasper's water demands.

Future System Upgrades



Legend

-  Reservoir
-  Pressure Reducing Valve (Proposed under Existing)

-  Townsite Boundary
-  Cadastral

Well

-  Monitoring
-  Production

Watermain Diameter

-  40 mm (Potable)
-  50 mm (Potable)
-  80 mm (Potable)
-  100 mm (Potable)
-  150 mm (Potable)
-  150 mm (Raw)
-  200 mm (Potable)
-  250 mm (Raw)
-  250 mm (Potable)
-  300 mm (Raw)
-  300 mm (Potable)
-  350 mm (Raw)
-  350 mm (Potable)
-  400 mm (Potable)
-  450 mm (Potable)

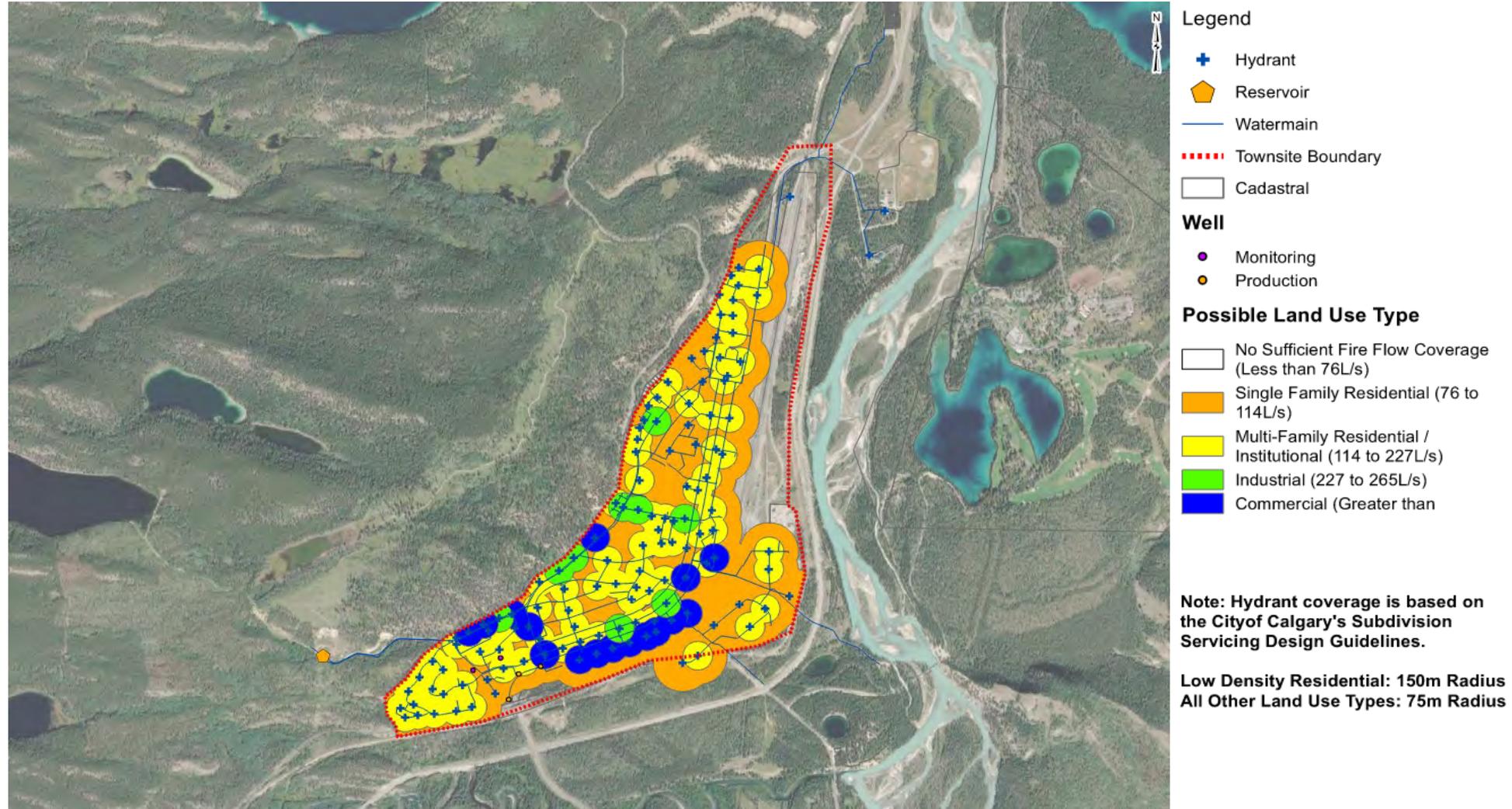
Proposed Upgrades

Watermain Diameter

-  300 mm

Future Fire Flow Level of Service (All Upgrades Implemented)

Note: fire flow criteria can be reduced by up to 50% if sprinklers are installed in buildings.



Prioritization Plan

- A total of seventeen recommendations were proposed between the existing and future system assessments.
- A condition rating system was developed to prioritize the recommended upgrades based on the following:
 - Growth horizon the upgrade was triggered (i.e., existing or future)
 - Capital cost to complete the upgrade
 - Age of the existing infrastructure
 - The extent of system improvements that can be achieved by completing the upgrade
 - Effort required by the Municipality to complete the upgrade
- Each recommended upgrade was assigned a score from 1 to 5 for each of the above-mentioned criteria. High scores represent higher priorities for the given criteria.

Year	Upgrade	Condition Rating Score	Cost	Total Cost
1 – 6	<ul style="list-style-type: none"> • EX Upgrade 2 • EX Upgrade 8 • EX Upgrade 7 • EX Upgrade 6 	<ul style="list-style-type: none"> • 21 • 15 • 15 • 14 	<ul style="list-style-type: none"> • \$2,490,000 • \$60,000 • \$40,000 • \$20,000 	\$2,610,000
7 – 14	<ul style="list-style-type: none"> • EX Upgrade 10 • Industrial PZ • EX Upgrade 3 	<ul style="list-style-type: none"> • 18 • 17 • 14 	<ul style="list-style-type: none"> • \$3,700,000 • \$240,000 • \$30,000 	\$3,970,000
15 – 16	<ul style="list-style-type: none"> • North PZ • EX Upgrade 5 	<ul style="list-style-type: none"> • 18 • 18 	<ul style="list-style-type: none"> • \$320,000 • \$460,000 	\$780,000
17 – 19	<ul style="list-style-type: none"> • EX Upgrade 1 • EX Upgrade 4 • Investigate Bonhomme Street/Willow Avenue Pressure Drops • Investigate Well Pumping Capacity • Investigate Reservoir Storage Volume¹ 	<ul style="list-style-type: none"> • 18 • 17 • 14 • 12 • 11 	<ul style="list-style-type: none"> • \$660,000 • \$380,000 • \$10,000 • \$30,000 • \$10,000 	\$1,090,000
20 – 23	<ul style="list-style-type: none"> • EX Upgrade 9 • FUT Upgrade 1 	<ul style="list-style-type: none"> • 17 • 17 	<ul style="list-style-type: none"> • \$230,000 • \$1,340,000 	\$1,570,000
24	<ul style="list-style-type: none"> • Low North PZ 	<ul style="list-style-type: none"> • 14 	<ul style="list-style-type: none"> • \$80,000 	\$80,000

¹ Potential to group this recommendation with the reservoir inspection project indicated in the 2022 Capital Projects – 5 Year Plan document.

Questions



AGENDA ITEM 6.1

REQUEST FOR DECISION

Subject: Water Distribution System Modelling
From: Bill Given, Chief Administrative Officer
Prepared by: John Greathead, Director of Operations and Utilities
Date: June 28, 2022



Recommendation:

That Committee accept the Hydraulic Modelling Report for information, and recommend Council adopt the Hydraulic Modeling Report as part of the development of a Utilities Master Plan in 2023.

Alternatives:

- That Committee recommend Council accept the Hydraulic Modeling Study as a stand alone document for information.

Background:

The Operations and Utilities Department of the Municipality of Jasper developed a Request for Proposals seeking a comprehensive Hydraulic Model of our Class II Distribution System with the intent of assessing our current system condition and capacity; evaluating our fire protection; to provide an understanding of any limitations impacting development and growth; and to make recommendations for system improvement.

Following a public process ISL Engineering and Land Services Ltd. (ISL) was selected to conduct this study and develop a water model using Bentley AutoCAD software compatible with our Geographic Information System (GIS) information. Pressure monitoring and fire hydrant testing were conducted in order to calibrate the software modeling (actual field data used to verify theoretical values) and provided dynamic data to further refine this study.

Discussion:

Jasper's Class II Water Distribution System which has more than 33 km of water mains, was initially designed and operated by Parks Canada and was turned over to the Municipality upon incorporation in 2002. More than 70% of our infrastructure is more than 50 years old, with roughly 48% of the water distribution system has been in operation for more than 70 years while less than 6% being 20 years old or newer. Over time, densification of the townsites has led to some areas being over developed comparative to the infrastructure, which has caused concern with fire protection flow and low pressures.

The study has identified the following significant findings:

- Recommendation for upgrades to the existing system estimated to cost \$8,710,000.00.
- A further \$1,300,000.00 in upgrades recommended to meet 25 yr growth needs.
- Annual Capital spending of \$500,000.00 for 20-25 years to meet these need.
- Recommendation for end of service life Water Main replacements estimated to cost \$11,360,000.00
- Pressure reduction zones are recommended to be installed in 3 areas of the Distribution System

Utilities staff expected there would be recommendations for system improvement as a result of this study which include Zonal Pressure Reductions; replacement of undersized water mains; improving connections of various sections to eliminate dead ends; and to control unmetered water loss.

It was also anticipated this report would identify areas where future growth and expansion should be limited where there is insufficient infrastructure to accommodate expansion.

Next Steps:

Currently a Sewer Modelling Study is being conducted by WSP following the development of an RFP and public process looking to assess our sewage collection system which will be presented to Council in October 2022. Specifically, Administration is looking to learn the impact of inflow and infiltration during rain events; obtain data regarding peak season capacity and demand; an assessment on system capacity to allow for further growth and development; and seeking recommendations for system improvement.

In 2023 Administration expects to develop a Utilities Master Plan (UMP) combining the information obtained in the Water and Sewer System Models to guide system development, replacement and upgrades. This UMP will provide a clear concise roadmap for infrastructure improvements; will assist Administration to develop long term Capital and Operational projects and work; will allow our community better understanding of the rationale for continued investment into our system and may allow for increased Grant Funding opportunities,

Strategic Plan Relevance:

Housing – Investing in infrastructure to support housing

Organizational Excellence – To proactively invest in the maintenance and management of our natural assets and built infrastructure.

Financial:

In the 2022 study is reflected as a carry over item from 2021 and is funded as a Capital Repair Maintenance and Replacement. Administration expects this project will be ~\$20,000 under the budgeted amount of \$90,000.

Attachments:

 [28026 Presentation Draft.pptx](#)

 [Jasper Water Model Report.pdf](#)

AGENDA ITEM 6.2

REQUEST FOR DECISION

Subject: Activity Centre Renovation Construction Management RFP
From: Bill Given, Chief Administrative Officer
Prepared by: Michelle Morissette, Sr. Project Manager WSP and
Bill Given, Chief Administrative Officer
Reviewed by: Christopher Read, Director of Community Development
Date: July 12, 2022



Recommendation:

- 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 in addition to the Cost of Construction; and
 - Construction CM Fee, Staffing and General Requirement to be included in the total cost of construction budget previously approved by council.

Alternatives:

- That Committee direct administration to proceed with out a construction manager.
- That Committee direct administration revise and reissue the RFP for construction management services.

Background:

The Jasper Activity Centre is a collection of municipally owned facilities located on a single block within the Town Site of Jasper. There are two separate buildings on the site – the Jasper Fitness and Aquatic Centre and the Jasper Activity Centre/Arena which also contains the municipal administration offices and a multipurpose hall (the facilities). The first of the facilities to be constructed was an outdoor pool originally built in the 1950s. Since that time various additions and renovations have taken place over the years.

In 2021, Council has budgeted \$1,056,228 for Design and Engineering related to the facilities and an additional \$200,000 for a Structural Review of the Fitness and Aquatics Centre.

On August of 2021 Council approved engaging WSP to provide project management services for the renovation and in December 2021 Council awarded Prime Consultant services to GEC Architecture.

Council approved the project scope and a corresponding over all project budget of \$14,001,550 in April 2022.

Discussion:

An important part of the project team is the Construction Manager. The key function of the Construction Manager will be to provide cost estimates, forecast on escalations and phasing, provide constructability reviews, and recommend product selection or alternate details to maintain alignment with the cost of construction. Additionally the Construction Manager will be responsible for the safety of the workers and subtrades along

with safety of the facility stakeholders be it MoJ team member or the general public. The Construction manager will also be responsible for planning and coordination with MoJ staff to minimize impacts to the users of the facility during construction.

RFP for Construction Manager was initially issued in November 2021 but unfortunately no responses were received. The view of administration is that this may have been a reflection of the high levels of uncertainty due to the relatively undefined project scope at the time.

Once the accepted increased budget was accepted and approved by Council in April, it was decided to re-issue the Construction Manager RFP with the more detailed scope in hopes of a better response from the market. The revised Construction Manager RFP was posted to Alberta Purchasing Connection on May 19, 2022, with a closing date of June 9, 2022.

One (1) valid submission was received by the RFP deadline. Evaluation of the single proposal was still done to ensure the recommendation to move forward with the single submission was the best value for the Municipality.

Carlson Construction is celebrating their 95th year as a locally owned Alberta based construction management team. Over the past nine decades they have been fortunate to lead many successful crossing management projects similar to the Jasper activity centre project. Examples of similar projects include the Royal Glenora Club, the Derrick Golf and Winter Club, and the Leduc Golf and Country Club. These projects were all conducted under construction management profile or construction management reverted to a stipulated price. All four projects listed above were expansion renovations to active facilities during the construction.

Carlson construction's work with these recreation facilities included large building infrastructure upgrades interior exterior renovations and new building additions. Carlson excels with the challenges that are often found in these facilities including inactive and congested areas that require detailed logistics planning tight schedules and extended work hours and night shifts the need for phase implementation to reduce disruptions and maintain uninterrupted working environments for building occupants and stakeholders.

Carlson Construction proposed an amount of \$15,000 for the fixed Pre-Construction fee and 22.9% of the cost of construction for the Construction CM Fee, Staffing and General Requirement.

Carlson will assist in establishing the number and scope of the tender packages based on the best value for the Municipality and reducing impacts to the user experience.

In validating costs and material/product selection of the design Carlson Construction will use their inhouse estimators along with major trade partners such as concrete, cladding, roofing, mechanical and electrical to obtain current costs. Monthly accurate reporting of the costs including forecasts will allow the Municipality the ability to look for adjustments or enhancements within the assigned budget.

Product/material availability along with addressing long lead items as part of early procurement will be an activity throughout the duration of the Construction.

WSP has met with Carlson to discuss the assumptions incorporated in their fees, and it was determined that Carlson has identified that there is a potential to reduce the 22.9% once they can begin actively working on the project to find synergies and begin to identify savings for the work.

Discussion of Alternatives

While council could choose to *either* proceed with out a Construction Manager *or* to revise and reissue the RFP back in to the market each of these alternatives present significant risks to the project:

Proceeding without a Construction Manager

- Single Tender Package with a single General Contractor will increase the schedule 6-9 months for completion. Cost control is diminished with a fixed price / General Contractor relationship, no incentive to reduce costs to realign with Project Budgets; and
- Lack of constructability reviews to assist the design team with alternate methods prior to the issuance of tender. Changes in scope post close od tender are typically not a full cost/credit back to the project; and
- Multiple Tenders and Multiple Contractors. Increased schedule impacts along with addition Prime Consulting and Project Management fee as project would be split into multiple projects to maintain schedule. Cost control is diminished with a fixed price / General Contractor relationship, no incentive to reduce costs to realign with Project Budgets, Multiple Contractors will also increase the General Requirements/Profit.

Re-Issuing a new RFP

- Reputation of the Municipality of Jasper will be impacted with a third attempt at procurement of Construction Manager. High probability the valid Construction Management submission will not resubmit if retendered, and
- Schedule impacts, engaging the Construction Manager at the time of this recommendation will allow early work within the facility to prepare for the final work. Delays in the process will delay the start of construction and potentially expose the project to additional escalation costs with tender packages pushed out further. Schedule impact will also impact consulting fees for extension of schedule.

Administration is confident that the bench strength demonstrated of the proposed team and the reference projects illustrate that Carlson Construction is a capable and credible proponent that will provide significant value to the project.

Strategic Relevance:

The project as proposed is aligned with the recommendations of the Culture and Recreation Services and Facilities Review adopted by Council in 2021 and the following items from Council's draft 2022-2026 Strategic Priorities:

- Proactively plan for and invest in the maintenance and management of our natural assets and built infrastructure
- Ensure residents receive quality service that provides strong value for dollar.
- Promote and enhance recreational and cultural opportunities and spaces

Financial:

The recommended amount of \$15,000.00 for pre-construction services and the percentage based Construction CM Fee, Staffing and General Requirement are already included in the council approved project budget. Percentage based fees will not exceed 22.9% of the cost of construction.

AGENDA ITEM 6.3

REQUEST FOR DECISION

Subject: Food Security Working Group
From: Bill Given, Chief Administrative Officer
Prepared by: Lisa Riddell, Community Development Manager
Reviewed by: Christopher Read, Community Development Director
Date: July 12, 2022



Recommendations:

- That committee recommend Council approve the draft Terms of Reference for a Food Security Working Group, and;
- That committee recommend Council appoint a member of Council to the Food Security Working Group.

Alternatives:

- That committee direct administration to amend the draft Terms of Reference for a Food Security Working Group and return the amended item to Council

Background:

On June 28th, Committee heard from the Jasper Local Food Society about the state of food security in Jasper as well as what the Municipality of Jasper could consider doing to support food security in Jasper. In motion #292/22, Committee directed administration to explore opportunities for the Municipality of Jasper to support food security efforts in Jasper and report back to a future Committee of the Whole meeting.

Discussion:

Some of the opportunities listed have been noted as short term opportunities, while others are longer term considerations for Council. The first item within the Jasper Local Food Society's requests from that presentation is to "explore opportunities for the Municipality to support coordination, administration and mobilization of food security focused groups." Administration sees the formation of a time-limited Food Security Working Group as a nearer term opportunity that could support coordination and mobilization of these groups as well as inform some of the longer-term opportunities.

The second opportunity noted by the JLFS on the June 28th presentation was to "Invest in compost infrastructure and operation, and education for the community." Administration is currently reviewing the composting system and establishing more public communication to support greater understanding of composting in Jasper. Additional discussion about composting operations will come to a future Committee meeting.

The third recommendation from the JLFS' report to Committee on June 28 was to "Increase opportunities for Jasperites to produce their own food." Administration sees the formation of a time limited, Council-supported Food Security Working Group to inform the further development of these ideas in advance of the 2023 budget discussions.

Food insecurity in Jasper is a complex situation that is not just a recent trend, and the Municipality currently

offers substantial immediate support to those experiencing food insecurity. Since 2020, Community Outreach Services has been disseminating Federal COVID-19 Relief Funding called “Reaching Home” and helping with accessing food has been on top of the list of things people need help with. Community Outreach Services has also accessed the Caring Community Fund when appropriate via a long-standing partnership the Municipality has with the Jasper Community Team Society. This fund helps Jasperites overcome small but significant barriers to optimal wellbeing.

A key point of discussion is what output Council wishes to see from the time limited Food Security Working Group. Administration recommends the coordination of 3 meetings between August and October of 2022 to draft recommendations specific to advancing food security in Jasper for consideration in the 2023 budget.

Strategic Relevance:

- Community Health – Take proactive steps to reduce the risk of people becoming vulnerable and respond when they are vulnerable.
- Relationships – Communicate and engage with residents.
- Relationships – Welcome the expertise, innovation, creativity and commitment of community members, groups, and associations.

Financial:

Administration can support the Food Security Working Group within the existing 2022 budget.

Follow Up Actions:

- Administration will bring a report with the results of the Food Security Working Group included as part of the response to motion #292/22

Attachments:

- Food Security Working Group Terms of Reference draft

Food Security Working Group Terms of Reference

1. Purpose

The Food Security Working Group is a time-limited group, struck in response to the need articulated by the Jasper Local Food Society at the June 28 Committee of the Whole Meeting.

The role of the working group is to draft recommendations specific to advancing food security in Jasper for consideration in the 2023 budget.

In keeping with our organizational commitment to take proactive steps to reduce the risk of people becoming vulnerable and to respond when they are vulnerable, the Food Security Working Group will receive support from the Municipality's Community Development department to fulfill its purpose.

2. Membership & Structure

At a minimum, the working group will be comprised of delegates with equal voting rights from each of the below groups. Should any other related stakeholders become known, the working group can add members by majority vote.

Group	# of Members
Member of Municipal Council	1
Jasper Food Bank	1
Jasper Local Food Society	1
Jasper Food Recovery Program	1
Community Outreach Services	1

a. Posting Committee Membership

The working group shall post and maintain a current listing of members on the municipal website.

b. Length of Term

Appointments shall be for the term of August to December of 2022.

If a member is not able to fulfill the entire term, the working group will vote to accept an alternate member who will assume their role immediately.

3. Meetings

a. Frequency, Date & Time

The working group will meet a minimum of 3 times.

Meeting times may change to meet the dynamic needs of members.

b. Duration

Meetings will be scheduled for 1 hour and may be extended past 1 hour with a simple majority vote of members present at the meeting.

c. Standard Agenda

The format for each working group meeting shall be as follows:

1. Call to order
2. Approval of Agenda

Food Security Working Group Terms of Reference

3. Approval of minutes
4. Business arising from minutes (this includes tabled items, action items and old business)
5. Reports
6. New business
7. Information items
8. Adjournment

d. Agenda Setting and Meeting Minutes

- The agenda and any other required documentation shall be prepared by Community Development and distributed to the working group members before the meeting. Whenever possible, the agenda should be emailed three days in advance of the meeting;
- A summary report of the meeting shall be prepared as soon as possible after the meeting and shall be made available to working group members;
- A copy of the summary report of each meeting will be shared with the Chief Administrative Officer.

3. Quorum

A quorum is required for a decision made by the Committee to be valid and where a quorum is not present, the meeting is not considered valid. A quorum is one-half of the members.

4. Roles & Responsibilities

A. Community Development will ensure the maintenance of an unbiased viewpoint and ensure that the working group carries out its function by:

- Maintaining a master list of members and contact information.
- Compiling an agenda and circulating it to members.
- Reviewing previous meeting reports and material prior to the meetings.
- Ensuring all necessary documents, correspondence and information are available for the meetings.
- Reviewing previous meeting reports and material prior to the meetings.
- Issuing updates to meeting times and locations, if necessary, as soon as they are known.
- Facilitating the meetings
- Encouraging participation of all members.
- Involving members in problem solving and developing recommendations.
- Inviting special guests to attend meetings when appropriate.
- Ensuring all discussion items end with an actionable decision
- Managing the preparation and distribution of meeting minutes.
- Disseminating information to members.
- Retaining records and meeting minutes.
- Preparing recommendation(s) and forwarding them to the CAO and Council with supporting documentation.

B. Working Group Members

Food Security Working Group Terms of Reference

All members are responsible for participating in the working group. Working Group members are responsible for:

- Attending and actively participating in all meetings.
- Participating in the identification of opportunities to advance food security in Jasper.
- Monitoring and following-up on reports and recommend action.
- Ensuring the maintenance and monitoring of records related to working group meetings.
- With an unbiased viewpoint, actively participating in making recommendations to the CAO and Council regarding ways to advance food security in Jasper.
- Arranging to have an alternate member to attend meetings in their place, when they are unavailable to attend
- Always maintaining confidentiality.

C. Working Group Members Not Fulfilling Duties

If a situation should arise of a committee member not fulfilling their duties the Working Group will make a recommendation to address this issue.

5. Record Keeping

The Working Group shall keep accurate records of all items discussed, and shall keep minutes of its meetings. The minutes shall be available for viewing upon request.

6. Reports and Recommendations

Reports and recommendations of the Working Group shall be freely accessible to the public.

7. Making Recommendation(s)

Recommendations to Council will be in written format and will be directly related to food security and doable (reasonably capable of being done by the municipality).

8. Funding and Budgeting

Funding for the support of the Food Security Working Group can be incorporated into the existing 2022 Community Development budget; specifically, the budget to support emerging trends that arise out of Community Conversations.

9. Review and Amendments

The Terms of Reference of the working group will be reviewed and adopted by Council prior to the first meeting of the Food Security Working Group.

10. Limitation of Liability

Members of the working group shall not be held personally liable for anything done or not done, provided they have acted in good faith while carrying out their duties as members.

Signed: _____ Date: _____
C.A.O.

AGENDA ITEM 6.4

REQUEST FOR DECISION

Subject: Paid Parking Program Update
From: Bill Given, Chief Administrative Officer
Prepared by: Christine Nadon, Director of Protective & Legislative Services
Natasha Malenchak, Director of Finance & Administration
Date: July 12, 2022



Recommendation:

- That Committee receive the Paid Parking Program Update for information.

Alternatives:

- That Committee recommend Council approve discontinuing the 500 hours of free parking program and move to a full exemption program for residents.

Background:

In the spring of 2021, Council approved a paid parking pilot project for on-street parking downtown. The program ran from July 21 through October 11, 2021 and was in effect from 9:00 a.m. to 5:00 p.m. daily for all two-hour parking in the downtown core. Council approved a rate of \$2 per hour for the program.

In January of 2022, Council approved the implementation of a permanent, seasonal and expanded paid parking program, which also includes downtown parking lots and the 400, 500 and 600 blocks of Geikie Street. Council also approved hourly rates of \$3 per hour on street, and \$2 per hour or \$12 per day in parking lots; the installation of payment kiosks; and the implementation of an exemption program for Jasper residents. In February of 2022, Council approved a program including pre-loaded credits (500 hours) for any resident registered in the system, and the creation of a program to assist individuals with mobility and technology challenges.

Discussion:

While the full outcomes of the program will be presented at the conclusion of the season, Administration feels that an interim update is due given the public facing nature of the program and its financial significance.

The implementation of paid parking is a challenging project as it represents a significant change in how residents and visitors interact with the Municipality. While this is Jasper's second year of running the program, there are still a number of program policies and processes to develop and refine as we receive feedback from the public and work to make the program run as smoothly as possible.

This year's paid parking program launched during the week of May 16 with the installation of all new regulatory signage across the paid parking zone; new zone-specific signage for on-street parking; and existing zone-specific signage (from 2021) being re-assigned to parking lots. Signage, in conjunction with the updated Traffic Safety Bylaw, forms the basis of the framework required to implement and enforce paid parking.

Successes

Two payment stations (kiosks) were installed on July 7, which will enable visitors without a smartphone or data plan, or those facing difficulties using the QR codes or app, to use their credit or debit card to pay for parking (cash payment is not accepted). The kiosks are located at the Old Fire Hall and Connaught public washrooms parking lots. Maps including a “You Are Here” indicator have been installed throughout the paid parking zone to direct visitors to the payment stations. Handouts featuring program information and a paid parking zone map were distributed to the Information Centre and other key venues downtown to support front line staff in sharing information about the program with visitors.

Challenges

The introduction of a web-based, mobile app program brings forward a substantial requirement for technical support to enable users to access the platform. Asking residents and visitors to use technology to park downtown has generated a number of complaints, irate customers and a considerable amount of technical support. The technology aspect, however, is also one of the strengths of the program, allowing technology-savvy users to manage their parking easily and effectively. Despite its challenges, Administration believes the implementation of a technology-based solution remains a current and relevant way forward for the paid parking program in Jasper.

Administration received reports of visitors facing technical challenges with using the QR codes or HotSpot app, and has been consistently following up with the service provider to ensure the reliability and functionality of the software. Users facing technical issues should contact HotSpot support directly to receive assistance. Contact information is posted on each sign in the paid parking zone. Administration’s experience with fielding inquiries is that most issues are related to individual phones and users, and not related to the signage or software itself. HotSpot recorded 22,000 transactions in June, confirming that the technology is working.

Net Revenue 2022

Month	Revenue
May (starting May 16)	\$13,143
June	\$79,342
July (to July 7)	\$25,001
TOTAL	\$117,487

Residential Permits 2022

Permit type	# of permits
Resident at Large	977
Paid Parking Zone Resident	74
Mobility and Technology	362
TOTAL	1,413

The application and approval process for residential permits is ongoing. The first five weeks of the program allowed residential permit holders to park in the paid parking zone with no further action required as the 500 hours of free parking program required additional software development from the service provider, and was not ready to launch. The 500 hours of free parking program launched on June 21, 2022.

While the implementation of the paid parking program overall is yielding good results in terms of usage and

revenue generation, Administration has identified important challenges with the residential exemption program, specifically with the 500 hours of free parking. Technical issues related to the launch of the program included the requirement for some users to input a credit card number, which should not be required in the context of a free program. Another technical issue was related to the permit types assigned to account holders, which meant that some users were unsuccessful at inputting the discount code and changing the parking fee to \$0.

Administration has some level of comfort that these technical issues are now resolved, but is hesitant to pursue the implementation of the 500 hours of free parking program on the basis that this unique to Jasper program is difficult to support by both the Municipality of Jasper and HotSpot. The volume and tone of inquiries generated by the launch of the 500 hours program has been challenging to address, and the level of friction generated exceeds what was originally anticipated.

Volume of online Resident inquiries since the program launch:

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6 (500h prog. launch)	Week 7	Week 8
21	3	8	5	6	43	14	3

Totals include emails and social media direct messages.

500 hours program usage since launch:

Data type	# of occurrences
Parking sessions using the 500 hours function	557
Number of users using the 500 hours function	147
Number of residential permit holders who paid for a parking session	28

Discontinuing the 500 hours program would allow the Municipality to implement a simpler, easier to manage – for both residents and staff – residential parking program that would effectively reduce the number of residential permit types from four to one. Jasper residents would still be required to create an account with HotSpot, and apply for a residential permit to access free parking, but would not be required to verify which permit they’ve been assigned and determine what action is required of them when parking downtown.

The various types of residential permits have caused confusion for residents, and transferred some of the burden of the technical support from HotSpot to the Municipality of Jasper as the unique system presents complexities that were underestimated at the time of designing the program. The amount of staff time required to administer this specific part of the program has far exceeded Administration’s initial resource allocation estimates. Administration’s recommendation to revert to a simpler residential permitting system is supported by the service provider as industry best practice.

From a resource allocation perspective, this change would also allow Administration to focus on developing other areas of the paid parking program, including public communications, enforcement policies development, and program planning for future years.

An ongoing high level of friction with residents also has the potential to create reputational and credibility damage to the organization, in addition to continuing negative impacts on staff’s mental health in relation to

dealing with irate customers. The volume and tone of such interactions has been unprecedented, and difficult to process for all involved.

Strategic Relevance:

Organizational Excellence

- Entrust our staff to develop healthy relationships with the people they serve.
- Ensure residents receive quality service that provides strong value for dollar.
- Pursue alternative revenue sources and equitable distribution of costs.

Relationships

- Communicate and engage with residents.

Financial:

The elimination of the 500 hours program would not impact the revenue generated by the paid parking program as residents with valid permits can park for free. Staff time currently spent on the 500 hours program could be redirected to different projects and priorities, including the ongoing development of other aspects of the paid parking program.

Attachment:

- Paid Parking Residential and Business Permit Types 2022

Paid Parking Residential and Business Permit Types 2022

Resident at Large

- This permit is for Jasper residents who live outside the paid parking and residential parking only zones.
- This permit will give you access to:
 - unlimited parking in the Resident Parking Only zones; and
 - a discount code to access your 500h of free parking in the Paid Parking zone.

Resident Parking Only Zone Resident

- This permit is for Jasper residents who live in the Residential Parking Only zone (black lines on the map).
- A proof of residency showing a street address is required to access this permit.
- This permit will give you access to:
 - unlimited parking in the Resident Parking Only zones;
 - a discount code to access your 500h of free parking in the Paid Parking zone; and
 - access to two guest passes to assign to friends, family or Private Home Accommodation guests through the HotSpot app or website.

Paid Parking Zone Resident

- This permit is for Jasper residents who live within the Paid Parking zone (green lines on the map).
- A proof of residency showing a street address is required to access this permit.
- This permit will give you access to:
 - unlimited parking within the Paid Parking zone (park and walk away with no further action required; posted parking time limits still apply);
 - unlimited parking within the Resident Parking Only Zone; and
 - access to two guest passes to assign to friends, family or Private Home Accommodation guests through the HotSpot app or website.

Mobility and Technology Permit

This permit is designed for Jasper residents who either have mobility challenges or do not have a smartphone or a data plan. Once approved for this permit, you can park in the Paid Parking zone and walk away with no further action required. Please note that posted parking time limits (i.e. two hours on-street downtown) still apply.

Local Business Permit

Businesses who hold a valid Business Licence with the Municipality of Jasper are eligible to apply for a Local Business Permit, through which parking permits can be assigned to company vehicles.

- Business owners with two vehicles or less should register through the Residential Permit system.
- Business owners with three vehicles or more should apply for the Local Business Permit by completing the Local Business Parking Permit application form.

The purpose of the Local Business Permit program is to enable local businesses to continue providing services in the paid parking zone. The data collected for these permits in 2022 will be used to help develop a business parking program in future years.

AGENDA ITEM 6.5

REQUEST FOR DECISION

Subject: Developing a Municipal Position on PHAs
From: Bill Given, Chief Administrative Officer
Prepared by: Bill Given, Chief Administrative Officer
Reviewed by: Christopher Read, Director of Community Development
Date: July 12, 2022



Recommendation:

That Committee direct administration to review any PHA proposal issued by Parks Canada and;

To present a draft municipal opinion on any PHA proposal issued by Parks Canada at a future committee of the whole meeting.

Alternatives:

- That Committee direct administration undertake a public process inform a municipal opinion on PHAs.
- That Committee recommend Council request Parks Canada maintain the current regulations on PHAs and lift the moratorium on new PHA applications.

Background:

In 2019 the Municipality of Jasper and Parks Canada Agency (Parks) jointly retained Erin Toop to review issues related to Private Home Accommodations (PHAs) and Accessory Dwelling Units (ADUs) in the townsite. The intent of the review was to develop a series of recommendations related to encouraging more housing for eligible residents, while managing the impact of tourist accommodations on the supply of affordable housing. The review included public engagement activities in the spring of 2019 and led to the completion of the *Accessory Dwelling Units and Private Home Accommodations: Options and Recommendations* report (2019 PHA & ADU Report) later that fall. In early 2020, following the 2019 PHA & ADU Report, Parks placed a temporary suspension on new PHA applications.

In early May of 2022, Council received correspondence from Parks Canada inviting feedback on a suite of proposed amendments to the Private Home Accommodation Draft Policy. Council directed Administration to request an extension to the deadline for feedback and asked Administration to include the item on the next meeting agenda for further discussion. Following public feedback the proposed amendments were withdrawn by Parks. In their communication announcing the withdrawal, Parks described their intention of *"committing to undertake further consultations to collaboratively identify amendments that will address life safety code issues, preservation of residential areas, parking and compliance issues."*

Following the withdrawal, In a June 15th letter to Council Parks suggested that *"a new consultation package [would be] released in the coming days..."* and that once feedback was gathered *"...any proposed changes to the Land Use Policy [would] be brought to the Planning Development and Advisory Committee (PDAC) for final approval."*

Best currently available information indicates that there are approximately 140 existing PHAs advertising a total

of approximately 180 guest rooms available for rent in Jasper. The municipality requires all PHA operators to maintain valid municipal business licence.

Discussion:

The changes to PHA regulations proposed by Parks in early May solicited a significant amount of public feedback and were withdrawn before the municipality had an opportunity to thoroughly analyse them. Given the significant public interest in the matter, Parks has expressed an intention to bring forward a revised proposal soon with the goal of taking the revisions to the Planning and Development Advisory Committee in the fall.

While PHAs have a long history in Jasper the concept of private residents renting space within their home for overnight guests is not unique to Jasper. In fact, there are many historical and current examples of similar home sharing models worldwide. Within the municipal sphere, debate about the impacts of the use and approaches to regulating it have increased along with the rise of platforms such as Airbnb to the point that there is now a substantial body of global literature on the matter.

Typically, regulations related to home sharing models like Jasper's PHA model would be developed using extensive public consultation processes and be the subject to the direct decisions of a locally elected council. Because of Jasper's current lack of land-use and planning authority, municipal council only has an indirect role in influencing the design of land use regulations and the municipality currently has no in-house planning and development technical expertise.

Given the potentially short timelines for public feedback on any material proposed by Parks this summer or fall, it will be important for the municipality to be prepared to provide its input in an efficient manner. Administration has had a preliminary discussion with a consultant with a good base of knowledge on the issue that can support an internal review of any proposals issued by Parks. While an internal review does not see the municipality do direct public engagement, it does ensure that any municipal opinion on the matter would at least be considered by council in the context of meetings that are fully open to the public and the public can provide feedback to council before it makes a decision.

Relevant Legislation:

Parks Canada - Town of Jasper Land Use Policy (Article 31.00 Private Home Accommodation)

Municipality of Jasper - [Business Licensing Bylaw \(#110\)](#)

Municipality of Jasper - [Public Engagement Policy \(#A-004\)](#)

Strategic Plan Relevance:

From the *DRAFT* 2022-2026 strategic plan

- Communicate and engage with residents.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, and associations.
- Contribute our voice to support community, industry, and partners in their advocacy efforts.

Financial:

Engaging an outside resource to support an *internal review* of proposed PHA regulations can be accommodated within the existing budget. Engaging outside consultants to support *an extensive public engagement process* on PHA regulations was not contemplated in the 2022 operating budget. Admin estimates that the cost of an

extensive public engagement would require approximately \$20,000 in outside resources.

Attachments:

Accessory Dwelling Units and Private Home Accommodations: Options and Recommendations (2019)

Accessory Dwelling Units and Private Home Accommodations: Options and Recommendations

Final Report Submitted to the Municipality of Jasper and Parks Canada
Agency

Erin Toop
9-17-2019

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Appendix A: What We Heard Report

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Introduction

The Municipality of Jasper and Parks Canada Agency retained Erin Toop throughout summer 2019 to develop a series of deliverables and recommendations related to encouraging more housing for eligible residents in the Jasper townsite, and managing the impact of tourist accommodations on the supply of affordable housing. Included in these deliverables is a What We Heard Report for Parks Canada Agency, documenting the results of public consultations conducted throughout February and March 2019. The What We Heard report was made available to the public on September 5, 2019, and is attached in Appendix A.

The sections of this report are the deliverables specific to the Municipality of Jasper, and are organized as follows.

1. What We Heard Summary
2. Municipality of Jasper Taxation and Fees Review and Recommendations
3. Options for Managing the Impact of Private Home Accommodations

The final section related to Private Home Accommodations is intended for both the Municipality of Jasper and Parks Canada Agency.

What We Heard

A total of 206 participants provided valuable feedback at the March 14, 2019 public open house. The three specific consultation issues were:

1. Options for updating Jasper's *Zoning Regulations*.
2. Considerations for Accessory Dwelling Units in the Jasper townsite.
3. How to mitigate the impact of Private Home Accommodations on the supply of Accessory Dwelling Units.

The complete What We Heard Report, summarizing the results of the consultations, is attached in Appendix A. Much of the content of the full report is focused on Parks Canada's jurisdiction. This summary focuses on the feedback related to permitting Accessory Dwelling Units and mitigating the impact of Private Home Accommodations on affordable housing supply.

Definitions:

- An Accessory Dwelling Unit (ADU) is an accessory use of a building as a dwelling, which has its own entrance, kitchen, sleeping and bathroom facilities. An accessory dwelling shall be located only within a principal dwelling (Secondary Suite), within a detached garage (Garage Suite), or as an accessory building (Garden Suite).
- A Private Home Accommodation (PHA) is a form of lodging in which residents of Jasper rent out rooms in their homes on a nightly basis.

Accessory Dwelling Units

Participants were asked for their input on where ADUs could be allowed, and any location restrictions that should be considered.

All the feedback was in support of allowing ADUs, and most favoured allowing ADUs anywhere that is permitted by the size of the lot and building code requirements. In the Compact Lot (R4) District, the majority were in favour of allowing secondary suites inside the main dwelling to increase the affordability of redeveloping trailers into new dwellings. A few did not support any type of ADU in the R4 District.

Suggestions around where to permit ADUs included:

- limiting ADUs where there is not an adequate amount of parking in the neighbourhood. Cabin Creek and the west end of town were cited as examples of already congested neighbourhoods.
- focusing ADUs where lot sizes are larger and can easily accommodate more dwelling units.
- permitting ADUs everywhere possible to increase the amount of rental housing.

Additionally, several participants suggested that the need to reside regulatory requirement apply for ADU dwellers. Many also suggested that ADUs should not be used for tourist accommodation. A few suggested that tiny homes could be used as detached ADUs.

Parking

In the feedback about parking requirements for ADUs, a strong theme emerged on developing an on-street parking permit system in Jasper. Many participants suggested managing on-street parking to alleviate pressure in the more congested neighbourhoods like Cabin Creek and the Compact Lot District.

Some also suggested that priced parking in downtown and the commercial areas would generate revenue for the Municipality and help manage parking demand. An on-street parking permit system was also seen as an opportunity to increase enforcement of parking in the Municipality, to address abandoned vehicles and the issue of off-street parking being used as storage instead of vehicle parking. While this issue is out of scope of this project, the feedback is included for the Municipality's consideration.

Private Home Accommodations

Feedback about balancing PHAs and housing for residents, and ensuring ADUs are used for housing, was mixed. Overall, 58% of the comments supported tightening the rules for PHAs, while 42% supported fewer rules on PHAs.

Those who supported managing PHAs more strictly suggested a range of ideas, listed below in order of prevalence:

- enforcing PHA rules around guest parking, number of rooms, and including penalties for non-compliance
- capping the number of PHAs in Jasper, similar to Banff and Nelson
- not allowing ADUs to become PHAs
- phasing out PHAs by not allowing more licenses
- taxing PHAs more heavily or charging higher license fees
- no longer allowing PHAs in Jasper

Those who supported less regulation for PHAs generally suggested that there was plenty of space in Jasper's residential districts for both tourist accommodation and residents. Their ideas are listed below in order of prevalence:

- continuing to allow PHAs while also allowing new ADUs
- not capping PHAs
- allowing homeowners to choose who rents their ADU (tourists or residents)
- relaxing rules on PHAs to allow homeowners to use their homes as they wish

Municipality of Jasper Taxation and Fees – Review and Recommendations

This section outlines a review of other municipalities to establish examples of taxation and fee structures for both Accessory Dwelling Units and Private Home Accommodations (or short-term tourist rentals).

While Parks Canada is considering enabling new policy to allow ADUs in the Jasper Townsite, Parks Canada and the Municipality of Jasper are jointly reviewing mechanisms to manage the impact of PHAs on Jasper's housing supply.

Allowing ADUs and managing the impact of PHAs requires a review of the existing taxation and utility structures to ensure that they are in alignment with the impact that these uses have on the Municipality's capital infrastructure and operations, and with the Municipality's goals for housing eligible residents. As well, this assessment of municipal taxation and fees is intended to align with the Municipality of Jasper's strategic priority of Economic Health and Fiscal Equity.

A review of several jurisdictions led to focusing on a shorter list of six municipalities with the most relevant context or tools. These are:

- Banff, AB
- Canmore, AB
- Nelson, BC
- Whistler, BC
- Telluride, CO
- Victoria, BC

Before discussing fee structures in other municipalities, a summary of the Municipality of Jasper's current context is provided. This is followed by relevant findings from the jurisdictional review for ADUs and PHAs. Some preliminary conclusions are included at the end of this section, and many of these are discussed again in the following section of this report on options for managing the impact of PHAs in Jasper.

Jasper Context

This section summarizes a review of the current state of the Municipality of Jasper’s fee structures related to both commercial and residential use within the townsite.

Development Permit Fees

One notable omission from this review is development permit fees, as these are currently levied by Parks Canada Agency based on a national fee structure. However, in reviewing development fees in other communities, it becomes apparent that these are a useful tool in recovering the administrative costs of new development or changes in use of a property. As well, these fees can be structured to reflect whether the development permit aligns with community goals, or whether the type of development is a priority for the community. Development fees are mentioned here for sake of completion, as they are a common fee levied in other communities, most often with much higher fees for tourist accommodation than accessory dwelling units.

Off-Site Levies

Off-site levies are charged by the Municipality for development and redevelopment within the Town of Jasper (Bylaw 187). Off-site levies are contributed to reserve funds, which pay capital costs of new, upgraded or expanded facilities required for the water and sanitary sewer systems. The levies are calculated as a per area fee on the gross floor area increase of leasehold development, per the project plans submitted to Parks Canada for the project development permit. Fees, updated in 2015, are summarized in the table below.

	Levy Per Square Foot	Levy Per Square Metre
Commercial Zone increase of commercial GFA	\$2.57	\$27.68
Commercial Zone increase of residential GFA	\$1.93	\$20.60
Residential Zone increase of residential GFA	\$1.93	\$20.60
Residential Zone increase of commercial GFA	N/A	N/A

Utility Fees

Water use by properties within the Jasper townsite is metered and every leaseholder of a lot or land parcel in the municipality that is connected to both the water and sewer systems pays a charge of **\$2.05** times the volume of cubic water consumed (Bylaw 212). This rate was established in January 2019.

Given that the utilities are currently metered, changes to this structure will not be considered as an option in either Accessory Dwelling Unit or Private Home Accommodation fee implementation.

Utility connection fees associated with development permits are not charged by the Municipality. There is, however, a charge of \$63.40 to establish a new utility account with the Municipality.

Waste and Recycling Fees

The Municipality currently charges waste and recycling fees as annual lump sums based on the land use type and development density of the property (Bylaw 212). The annual charges, set in January 2019, are summarized in the table below.

	Solid Waste Annual Charge	Recycling Annual Charge
Residential one-unit dwelling	\$334.99	\$130.84
Residential two-unit dwelling, per unit	\$267.96	\$130.84
Residential apartment building, per apartment unit	\$151.00	\$130.84
Residential multi-unit dwelling, per dwelling unit	\$259.00	\$130.84
Commercial lot pick-up of up to 8 cubic yards per week	\$1,780.06	\$130.84

Business License Fees

Business Licenses in Jasper are charged as a flat rate of \$165 per year (Bylaw 110), which was set in 2008. Jasper Municipal Council has established a flat rate for license fees as they are intended to cover the administration costs of issuing a business license, rather than reflect the scale or impact of the business.

Property Tax

In April, 2019, the following tax rates were approved by Jasper Municipal Council, for residential and non-residential properties within the townsite boundary (Bylaw 217).

	Municipal Tax Rate	Total Tax Rate
Residential	0.002327	0.005274
Non-Residential	0.011868	0.015756
Ratio	5.1:1	

The new Alberta Municipal Government Act has enabled further classification of non-residential property into subclasses, albeit this flexibility is intended for lower tax rate classes, rather than increased tax classes. Currently, Jasper is limited in its ability to increase non-residential tax rates as it is sitting outside the limit of 5:1 non-residential to residential municipal tax rates. Any subclasses of non-residential property remain subject to the limit of 5:1 with residential rates.

For Private Home Accommodations in Jasper, the property is valued the same as other residential properties in the townsite, and the non-residential tax rate is applied as a percentage, according to the number of guest bedrooms provided. The rationale for basing commercial value on the number of bedrooms instead of a ratio of square footage, is that the size of the bedroom is believed to be less important than the overall value of the home.

In understanding how this rationale maps into local context, a sample of PHA development permits were reviewed to determine the amount of space in a home used for a PHA compared to the total gross floor area (GFA) in the home. Three existing PHAs were reviewed under each PHA Size category listed in the

table below. The range in the ratio of PHA GFA to total home GFA is provided as a comparison to the percentage of the assessed value taxed commercial. In some cases, the PHA represents an entire floor in a home, which is a considerable portion of the total home floor area. These results do not represent a comprehensive review of all PHAs in Jasper, but indicate that a full review could support revisions to the existing commercial tax rates for PHAs.

PHA Size	Assessed Value Taxed Commercial	Assessed Value Taxed Residential	Range of Total Home GFA (sq. ft.)	Range in PHA GFA / Total Home GFA
1-bedroom	%5	%95	1,200 – 1,700	%34 - %41
2-bedroom	%8	%92	1,840 – 3,260	%30 - %41
3-bedroom	%10	%90	2,390 – 3,900	%24 - %48

Based on the existing approach to property assessment in Jasper, two basic municipal tax calculations are as follows.

- A home assessed at \$1,000,000 with a 3-bedroom PHA would be taxed at:
 $\$900,000 * 0.002327 + \$100,000 * 0.011868 = \mathbf{\$3,281.10}$
- A home assessed at \$1,000,000 without a PHA would be taxed at:
 $\$1,000,000 * 0.002327 = \mathbf{\$2,327.00}$

In contrast to PHAs, hotels in Jasper are taxed strictly based on an income approach. The assessor does not consider this method to be feasible for PHAs, as it would require significant auditing of the records provided by individual PHAs.

Fines and Compliance

Jasper’s Business Licence Bylaw (110) establishes penalties for offering rental accommodation by the night without a valid and subsisting Business License. These are:

- 1st offence \$250
- 2nd and subsequent offences within one (1) calendar year \$500

Accessory Dwelling Units

A review of other municipalities indicates that Utility, Waste and Recycling Fees are the primary opportunity for the Municipality of Jasper to alter its fee structures to reflect accessory dwellings. Many municipalities also have specific development charges associated with the creation of accessory dwelling units, however, in Jasper, these currently fall under the jurisdiction of Parks Canada.

Waste and Recycling Fees

A directly applicable example of waste and recycling fees has not been uncovered in this review, however there are some tangential examples, which could inform updates to Jasper's fee structure, to incorporate ADUs.

The **Town of Canmore's** residential utilities are structured as a fixed rate plus metered rate. While there is no rate structure specifically for accessory dwellings, the combination of fixed and metered fees could provide more flexibility to adjust the fixed rates for different use types. For a single family residence in Canmore, 2019 utility rates are as follows.

	Fixed Bi-Monthly	Fixed Annual	Rate Per Cubic Meter	Rate Per Cubic Meter > 47m ³
Recycling	\$29.66	\$177.96		
Solid Waste	\$36.54	\$219.24		
Metered Water	\$35.18	\$211.08	\$0.854	\$1.024
Metered Wastewater	\$74.78	\$448.68	\$1.815	\$2.187
Total Metered			\$2.669	\$3.211

The **City of Nelson's** fixed utility fee structure is designed to incentivize conforming Secondary Suites. When a suite is approved and conforms with Nelson's zoning bylaw, utility fees are charged at a discounted rate. When the suite is non-conforming, utilities are charged at the same rate as for a single residential dwelling unit. An example of Nelson's water rates is shown below.

SCHEDULE OF WATER USER RATES 2019

		Annual Charge	Quarterly Charge
SCHEDULE 1, RESIDENTIAL USE:			
(1)	Each Single Residential Dwelling Unit	\$ 397.00	\$ 99.25
(2)	Each Duplex Residential Unit	\$ 793.00	\$ 198.25
(3)	Each Secondary Suite (Conforming)	\$ 99.00	\$ 24.75
(4)	Each Secondary Suite (Non-Conforming)	\$ 397.00	\$ 99.25
(5)	Multi-Unit Residential Units		
-a-	Each self-contained dwelling unit	\$ 318.00	\$ 79.50
-b-	Each additional room sharing bath	\$ 61.00	\$ 15.25
(6)	Each Manufactured Home in a Manufactured Home Park	\$ 318.00	\$ 79.50
(7)	Short Term Rental-Guest Suite	\$ 268.00	n/a

Nelson also charges sewer connection and upgrade fees, and an example of the waterworks fees are shown below. There is no additional connection charge for an ADU, as it is included in the base rate for Single Family Residential and Duplex connections.

WATERWORKS REGULATION FEES AND CHARGES

CONNECTION CHARGES (New Service):	
Description	Charge
1) Administration Charge	\$1000.00
2) Construction Charge	Actual Cost
3) System and Fire Flow Charge	
Single Family Residential Unit (includes secondary suites and laneway houses on same lot)	\$2700.00 per lot
Tourist Accommodation	\$513.00 per room
Multi Family / Duplex	\$1809.00 per dwelling unit, but no charge for a laneway house or secondary suite
Rec Vehicle Parks	\$459.00 per stall
Marina	\$55.00 per berth
Mobile Home Park	\$1350.00 per mobile home
Restaurants	\$5800.00 per 100m ²
Retail Commercial/Office	\$1200.00 per 100m ²
Commercial or Institutional	\$400.00 per 100m ²
Industrial	\$100.00 per 100m ²
Any lot that had a building or has an existing building and has been vacant for five or more years will be required to pay a "new service" connection charge.	
<i>The Connection Charge (New Service) shall consist of Item 1 (Administration Charge) + Item 2 (Construction Charge) + Item 3 (System and Fire Flow Charge)</i>	

CONNECTION CHARGES (Upgrade of Existing Service):	
Description	Charge
Any increase in size of existing services or installing fire line services	
1) Administration Charge	\$1000.00
2) Construction Charge	Actual cost
3) System and Fire Flow Charge (for increase in density where lower density fee has been paid)	Difference between the higher density charge and the original fee collected
The Connection Charge (Upgrade of Existing Service) shall consist of Item 1 (Administration Charge) + Item 2 (Construction Charge) + Item 3 (System and Fire Flow Charge)	

The **City of Victoria** has a two-fold garbage rate structure based on both the dwelling type (or legal occupancy of the property) and the size of the residential waste bin at that dwelling. This structure could also enable the City to introduce different garbage rates for different types of dwelling units.

Private Home Accommodations

A review of other municipalities for fee structures that reflect tourist rental accommodation in residential dwellings yields a more robust cross-section of tools that could be employed by the Municipality of Jasper.

Waste and Recycling Fees

The same utility, waste and recycling fee examples quoted in the previous section would also inform possibilities for Jasper’s waste and recycling fees to address PHAs. By introducing a fixed + metred utility fee structure, with additional stratification by type of land use and dwelling, the Municipality could have

flexibility to charge a PHA fixed utility rate, to distinguish PHAs from one-unit or two-unit dwellings used exclusively as residences.

In many of the municipalities reviewed residential waste fees are based, at least partially, on the amount of waste collected. As a potential result of this “metered” waste structure, no examples were found of differential waste collection fees for tourist accommodation or short-term tourist rentals.

Off-Site Levies

The **Town of Canmore’s** Off-site Levy Bylaw has three different rate categories: Dwelling Unit, Accommodation Unit and Commercial Hectare, which are applied when land undergoes a change in use or intensity of use. An Accommodation Unit is defined as a unit where sleeping facilities are provided for patrons for periods of up to 30 days and where the total floor area of the unit is 800 square feet or less.

Business License Fees

The **City of Nelson** structures business license fees based on the duration of the license and the number of guest rooms provided, as shown in the figure below. Nelson defines a guest room as a habitable room used for short-term rental including but not limited to a bedroom, living room or dining room, advertised for the exclusive use by the guests, and that does not contain cooking facilities. Nelson’s guest homes and guest suites are not applicable to the Jasper context as they are defined as full dwelling units for short-term rental. The structure of Nelson’s business license fees for Short-Term Rental accommodations is to charge the operator based on the magnitude of their operation.

CODE	COST	ANNUAL LICENCES (valid for the calendar year)
SR1	\$200	One Guest Room
SR2	\$350	Two Guest Rooms
SR3	\$450	Three or more Guest Rooms
SR4	\$800	Guest Home
SR4 + SRS + SRW	\$1,564	Guest Suite
FOUR-MONTH LICENCES		
SR1A	\$110	One Guest Room
SR2A	\$150	Two Guest Rooms
SR4A	\$400	Guest Home or Guest Suite
31-DAY LICENCES		
SR4B	\$160	Guest Home or Guest Suite

The **Town of Telluride**, Colorado, also bases its business license fees on the magnitude of the short-term rental property. Annual base fees are \$165 USD plus \$22 USD per sleeping room.

Similarly, the **Resort Municipality of Whistler** charges \$165 annually, plus \$10 per additional accommodation unit that is operated by one license holder. For example, the annual business license fee in Whistler for providing two tourist bedrooms is \$175. Business license fees for tourist accommodation in Whistler may be used to help to fund additional bylaw enforcement.

The **City of Victoria** charges two different license fees for short-term rentals: \$150 where the rental is offered in the operator’s principal residence, or \$1,500 for all other short-term rentals that do not qualify under the previous condition.

In the **Town of Banff**, bed and breakfast business license fees are \$45.62 per pillow for operations with four bedrooms or less – these operations are most like Jasper’s PHAs. As well, Banff requires that an annual development permit renewal is completed at the same time as a business license renewal. Banff

currently charges \$1,500 + \$100 per guest room for a new development application, and \$300 + \$50 per guest room for an annual renewal.

Property Tax

In Canmore, the Town charges a differential property tax rate for Tourist Homes. This rate is 2.9 times higher than the residential tax rate charged for personal use of a property. Details are shown in the table below. While it is not clear how the different mill rates are applied, Canmore’s website suggests that the Tourist Home tax rate is applied to the entire value of the property.

Taxation Rates for 2019				
<i>Rate of Taxation Bylaw</i>				
	Residential & Tourist Home - Personal Use	Non Residential	Tourist Home	Vacant Serviced Land
Municipal	2.35757	7.58119	6.83695	2.35757
School Support	2.42920	3.06110	2.42920	2.42920
BVRH*	0.12716	0.12716	0.12716	0.12716
PAH**	0.05811	0.33008	0.05811	0.05811
Total Mill Rate	4.97204	11.09953	9.45142	4.97204

The idea of a differential property tax for bed and breakfasts has also been explored in **Banff**. In January 2019, Town of Banff Staff proposed two different options for Bed and Breakfast property taxation:

1. Set a differential tax rate, in which properties with bed and breakfasts would be taxed at a rate higher than the current residential tax rate on the full assessed value of the property.
 - Benefit: easy to administer.
 - Drawback: potential equity challenge due to basing taxation strictly on the home value, and not on the scale of bed and breakfast operation (1-bedroom vs 4-bedroom).
2. Proportionately assess the property as non-residential, based on the portion of the property that is used for the business.
 - Benefit: fairness is improved over option 1, as taxation scales to the size of the operation.
 - Drawback: operators who do not operate year-round could question the fairness.

Fines and Compliance

The **Town of Canmore** investigates complaints of illegal tourist homes. If a property is found to be operating an illegal tourist home, the town can issue a fine of \$2,500 for the first offence and \$5,000 for subsequent offences. Complaints about illegal tourist homes are received through Canmore’s planning and development department, via email at enforcement@canmore.ca.

The **Resort Municipality of Whistler** enforces against illegal nightly rentals based on illegal marketing and advertising, rather than necessarily requiring proof of rental activity taking place. Illegal rentals (marketing, advertising, or contravening the regulations) are subject to fines of up to \$1,000 per infraction.

The **City of Victoria** considers the operation of a short-term rental without a valid business license and offence. Penalties under the Short-Term Rental Bylaw are subject to a fine of not less than \$100 and not more than \$10,000 for every instance that an offence occurs, or each day that it continues.

Conclusions and Recommendations

Based on the revenue tools employed by other municipalities to off-set the impacts of ADU development, increased population stressing municipal services, and commercial tourist operations in residential space, there are many opportunities for Jasper to re-structure its current fees.

Development Permit Process

A foundational recommendation is to coordinate with Parks Canada on the development permit process for PHAs, to ensure that the square footage associated with the PHA rooms and any other facilities in the home shared with guests, is calculated and clearly recorded. This gross floor area (GFA) for the commercial space would be critical to informing both a one-time off-site levy for the change from residential to commercial use, and ongoing property tax reflecting commercial use of the space.

Off-Site Levies

Jasper’s off-site levy structure currently captures ADUs via the residential zone increase of residential GFA category. This would be most applicable for detached ADUs, where a leaseholder would be adding residential floor area to their property.

The addition of a residential zone increase of commercial GFA category is recommended to capture PHAs. The example shown below is based on the Municipality’s existing rates.

	Levy Per Square Foot	Levy Per Square Metre
Commercial Zone increase of commercial GFA	\$2.57	\$27.68
Commercial Zone increase of residential GFA	\$1.93	\$20.60
Residential Zone increase of residential GFA	\$1.93	\$20.60
<i>Residential Zone increase of commercial GFA</i>	<i>\$2.57</i>	<i>\$27.68</i>

Waste and Recycling Fees

Jasper’s current fee structure for waste and recycling would allow for additional use types to be included. An example of an updated fee table, including ADUs and PHAs is shown below. The annual waste fees for an ADU could be considered comparable to an apartment unit, given that ADUs are limited in size. In contrast, the annual waste fee for a PHA should be compared more closely to a commercial use. The examples in the table below are based on the Municipality’s existing rates.

	Solid Waste Annual Charge	Recycling Annual Charge
Residential one-unit dwelling	\$334.99	\$130.84
Residential two-unit dwelling, per unit	\$267.96	\$130.84
<i>Accessory Dwelling Unit, per unit</i>	<i>\$151.00</i>	<i>\$130.84</i>

Residential apartment building, per apartment unit	\$151.00	\$130.84
Residential multi-unit dwelling, per dwelling unit	\$259.00	\$130.84
<i>Private Home Accommodation, per approved guest room (in addition to the annual charge for the residence)</i>	<i>\$334.99</i>	<i>\$130.84</i>
Commercial lot pick-up of up to 8 cubic yards per week	\$1,780.06	\$130.84

Business License Fees

Following the path of other communities, the Municipality of Jasper should consider revising its business license fees for Private Home Accommodations to reflect the impact and magnitude of the operations. The existing business licence fee of \$165 could remain as the base fee, with an additional charge levied per guest room provided.

Property Tax

While the Municipality is currently ahead of most of its counterparts in levying a commercial property tax for PHAs, there is potential opportunity to improve the accuracy of the existing method. A preliminary calculation of the ratio of gross floor area in a PHA to the total home floor area, indicates that the existing proportions of assessed home value taxed commercial are low. The value of the PHA home assessed commercial could be determined on a case-by-case basis using the information provided in the development permit. Or alternatively, the general rules of %5 - %10 value taxed commercial could be updated to reflect the average percentage of PHA GFA for each size of PHA (1-bedroom, 2-bedroom and 3-bedroom), based on a review of all existing development permits.

Fines and Compliance

Finally, an increase in fines for PHA operators that are found non-compliant with the terms of their business license would help to manage the negative impacts of non-compliant PHAs. As well, clearly defining the terms of compliance to include marketing and advertising would improve the enforceability of the rules. Any revenue collected from the increased fines should be used to strengthen enforcement. The penalties for non-compliance should be clear, and represent a significant amount of the potential PHA revenue generation. Canmore provides a strong example of \$2,500 for the first offence and \$5,000 for subsequent offences.

Options for Managing the Impact of Private Home Accommodations

Background

Private Home Accommodations (PHAs) are privately-provided tourist accommodations within the Jasper town site. The Jasper Home Accommodation Association is a group of PHA operators, whose homes are licensed by the Municipality of Jasper and inspected by Parks Canada. The development application process for PHAs currently resides with Parks Canada, and the business license with the Municipality. This is the only legal mechanism in Jasper to allow home-owners to rent out space in their home to tourists.

As of November 2018, there were 154 properties licensed with the Municipality of Jasper. As of August 2019, the number of licensed properties has increased to 158.

The Parks Canada PHA application has some distinct requirements: home owners must occupy the property, one on-site parking stall must be provided per licensed room in addition to those required for the residence, an approved development permit, a business licence from the Municipality of Jasper, and two-million-dollar commercial liability insurance.

2016 Statistics Canada Census data show the housing stock in Jasper consisted of 1575 private dwellings: 660 single-detached homes, 120 semi-detached homes, 275 row houses, 110 duplex apartment units, and 405 low-rise apartment units. According to the 2005 Regulations, a PHA is only allowed in a one-unit or two-unit dwelling, which represent 780 homes in Jasper. The currently approved 158 PHAs exist in 10% of the total housing stock in Jasper, and 20% of the eligible one- or two-unit dwellings.

In the 158 PHA operations there are 268 rooms, which represents an average of 1.7 rooms per PHA. A cursory scan of the Jasper Home Accommodations website shows a range of room rental fees from \$75/night to \$395/night for single occupancy in the high season, and \$65/night to \$368/night in the low season. The scan of existing operations also reveals several full basement suites with kitchens being rented as PHAs, which are not compliant with the regulations and have implications for long-term rental housing supply in Jasper. These properties are recognized as existing non-conforming.

Tourist Accommodation in Other Jurisdictions

This brief review of other jurisdictions is intended to complement the review of tourist accommodation taxes and fees in the previous section, which includes information from the following municipalities:

- Banff, AB
- Nelson, BC
- Whistler, BC
- Telluride, CO
- Victoria, BC
- Canmore, AB

This section looks in more detail at the Town of Banff and City of Nelson, as they each have additional tools in place to manage tourist accommodation.

The Town of Banff placed a quota on tourist accommodations in the 1990's to avoid a scenario in which tourist accommodation would undermine the housing supply for residents. This quota was developed in the spirit of accommodating as many existing operations as possible, and determining an acceptable

additional threshold on top of existing businesses. Currently, Banff allows a maximum of 65 Bed and Breakfast Homes and Inns, which are distributed across different municipal districts according to the table shown below.

Maximum Number of Bed and Breakfast Homes and Bed and Breakfast Inns	District
8	RBA
3	RCA
6	RCM
6	RCR
0	RMR (North)
3	RMR (South)
9	RNC
2	RRA
3	RRF
8	RSA
7	RSC
10	RTM
Total	65

Bed and Breakfast Homes would be comparable to PHAs in Jasper, while Bed and Breakfast Inns are larger operations. Both types are included under the same cap. Banff’s Bed and Breakfast quota yields 3% of their total housing supply. As of January 2019, only 46 Bed and Breakfasts were operating in Banff, representing 2% of their total housing supply.

The City of Nelson also recently placed a quota on business licenses for tourist accommodation, as follows.

- Annual business licenses – 110 maximum
- 4-month business licenses – 40 maximum
- 31-day licenses - unlimited, but only two are permitted on a single property per year

Like Banff, there is a spatial component to Nelson’s business license quota: a maximum of three are permitted within one block. A block is the two sides of a single street that face one another, and are bordered on either end by the nearest street or cul-de-sac. Nelson’s quota on both annual and 4-month business licenses represents approximately 3% of its housing stock. The annual business license quota, which most closely aligns with Jasper’s PHAs represents 2% of Nelson’s housing stock.

Tools for Managing PHAs

Considering all the information gleaned from other jurisdictions, the current context in Jasper, and feedback received about PHAs through the Spring 2019 public engagement, several tools are outlined in the table below. These tools are proposed in the spirit of both managing the impact of PHAs on housing supply for eligible Jasper residents, and supporting the Municipality’s goals of enhancing equity in fiscal management.

A preliminary risk assessment of each tool is also provided, and this is intended to guide the recommendations around their implementation.

Tool	Owner	Mechanism	Benefit	Potential Issues / Risks	Risk Level	Mitigations / Notes
PHA Development Permit Cap	PCA	Development Permit Process	<ul style="list-style-type: none"> - Caps the total number of development permit applications for PHAs - Stop conversions of long-term rental units into PHA units - Could be implemented townsite-wide, or in smaller district maximums to manage localized impacts 	Public perception	Moderate	<ul style="list-style-type: none"> - Manage through additional consultation, proactive communication, advanced notice of intent to develop cap. - Link cap on development permits to Jasper rental vacancy rate.
Require Annual Development Permit for PHAs	PCA	Development Permit Process	<ul style="list-style-type: none"> - PHA owners must apply for a new development permit annually, in conjunction with their business license - Provides an annual mechanism for inspections - Option to use as an enforcement tool, and not renew Development Permits if PHA owner is non-compliant in previous year. 	Public perception Resourcing	Moderate	<ul style="list-style-type: none"> - Communicate intent of changes, provide advanced notice - Additional staff resources may be required to process development permits annually
Increase Application Fee for PHA Development Permit	PCA	Zoning Regulations / Development Permit Process	<ul style="list-style-type: none"> - Increased application fee for a PHA development permit helps cover the cost of administering the permits, and enforcement / inspection 	Public perception Feasibility	High	<ul style="list-style-type: none"> - Create transparency through setting fee according to administrative effort of inspection and permit processing - Communicate intent of changes, provide advanced notice - Implementation of local fees infeasible due to fee-setting occurring at a National level - Parks Canada Agency Act limits fees to cost recovery
PHA Business License Quota	MoJ	Annual Business License	<ul style="list-style-type: none"> - Limits the number of annual business licenses available for PHAs - Could provide some flexibility, opportunity for rotating annual licenses to accommodate more PHA owners. Ex. Receive an annual license every second year. - Could be implemented townsite-wide, or in smaller district quotas to manage localized impacts 	Public perception	Moderate	<ul style="list-style-type: none"> - Manage through additional consultation, proactive communication, advanced notice of intent to develop quota. - Link quota on licenses to Jasper rental vacancy rate.

Requirement to Operate a PHA (implemented with a quota or cap)	MoJ / PCA	Annual Business License Development Permit Process	- Increased fairness - When combined with a quota or cap, ensures that all available PHA opportunities are used	Public perception	Low	- Communicate intent of changes, provide advanced notice
Property Tax Assessment for PHAs	MoJ	Property Tax Assessment	- Improved accuracy of the property value assessed commercial - Supports fiscal equity in levying a fee for commercial use of residential space	Public perception Feasibility	Moderate	- Communicate intent of changes, provide advanced notice - Tax assessment is conducted by a third party and feasibility of changes remains unclear
Increase Annual Business License Fee for PHAs	MoJ	Annual Business License	- Increased business license fee for PHAs reflects the impact of PHAs on community goals - Supports fiscal equity in levying a fee for commercial use of residential space	Public perception	Low	- Communicate intent of changes, provide advanced notice
Create Off-site Levy Category for Residential Zone Increase of Commercial GFA	MoJ	Off-site Levy Bylaw	- Opportunity to off-set development impacts of PHAs - Would ensure consistency with off-site levy structure for all other land uses, supporting equity in municipal fees - Reflects impact of changing residential space into commercial space	Public perception	Low	- Communicate intent of changes, provide advanced notice.
Develop Waste and Recycling Fee for PHAs	MoJ	Levy and Collection of Utility Fees Bylaw	- Off-sets waste collection impact of commercial use in residential dwellings - Supports fiscal equity	Public perception	Low	- Communicate intent of changes, provide advanced notice.
Increase Fines for Non-compliance	MoJ / PCA	Business License Bylaw Development Permit Process	- Increased non-compliance fees deter home owners from operating a PHA without a valid business license - Higher fees help cover expenses of enforcement and inspections - Include marketing and advertising in the terms of compliance	Public perception	Low	- Communicate intent of changes, provide advanced notice.

Recommendations

Based on the preliminary risk assessment and mitigations outlined in the table above, the following tools are recommended for implementation as soon as immediately. Additional public consultation is not recommended as a risk mitigation strategy for these tools. However, a clear communication plan is recommended to alert people of the intent of the changes, and to provide notice of an increase in fees.

Immediate Implementation (0-1 year):

- Increase the Annual Business License Fee for PHAs.
- Create an Off-site Levy Category for Residential Zone Increase of Commercial GFA.
- Develop a Waste and Recycling Fee level for PHAs.
- Increase Fines for PHA Non-compliance.

The following short-term actions area also recommended to support the implementation of the remaining PHA management tools.

Short-term Actions (0-2 years):

- Consult with the Municipality of Jasper's property tax assessor to understand the feasibility of changes to the PHA assessment process.
 - Support this by leveraging the information provided in development permits to create a method for calculating the percentage of space in a dwelling used for the commercial PHA operation.
- Consult with the public about the specifics of a quota on PHA Business Licenses and/or a cap on PHA Development Permits.
 - Include consultation on the requirement to operate a PHA, should a cap or quota be introduced.
- Consider amendments to the Parks Canada Development Permit Process for PHAs.
 - Assess the potential for a fee structure that helps to cover the cost of administering permits, enforcement and inspections.
 - Pending the potential to off-set administration costs with increased fees, consider requiring an annual development permit for PHAs.

Appendix A: What We Heard Report

What We Heard

Jasper Zoning Regulations and Housing



Public Consultations
Spring 2019

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Background

The Parks Canada Agency is charged with the protection and presentation of Canada's national heritage places. In national parks, the Agency must ensure the protection of the environment and ecology while facilitating the enjoyment of these places by the visiting public.

Parks Canada is the steward of thousands of square kilometres of federal crown lands and is reviewing several regulations under the *Canada National Parks Act* with the goal of modernizing our approach to planning and land use, including the *Town of Jasper Zoning Regulations*. These will be replaced by a single streamlined regulation, tentatively titled 'Land Use Management Regulations'. To support this work, the first phase of public consultations was conducted across Canada in 2018 and focused on developing a nationally consistent and transparent planning permit process for construction and renovation projects at Parks Canada places. A What We Heard Report for those consultations was released in February 2019 and is available online. Draft regulations and Interpretive Guidelines clearly explaining the permit process are expected to be released for public comment in spring 2020.

During consultations in Jasper in 2018, the Municipality and participants requested a separate meeting be arranged to discuss specific local issues as they relate to the *Town of Jasper Zoning Regulations*. A second phase of public consultations was arranged to discuss housing issues in the Park community and options to permit more rental housing inside the townsite, on existing properties, through zoning changes.

There is a housing shortage in Jasper, especially for renters. Vacancy rates are near zero. Safety is a concern for residents who are living in non-compliant suites, and well-being is a concern for families who face eviction when illegal suites are discovered. In addition, some employers are unable to hire and house staff, negatively affecting visitor services for the whole Park. Parks Canada and the Jasper Community Housing Corporation are working together to develop solutions.

The 2011 Jasper Community Sustainability Plan supports increasing the amount of affordable housing in Jasper, and the 2010 Jasper Park Management Plan also recognizes housing issues in the community.

One potential solution is the addition of Accessory Dwelling Units (ADUs). These are small independent residential dwelling units located on the same lot as existing residential homes. The term includes both internal secondary suites such as basement suites, and external suites in detached buildings, like above-garage suites or stand-alone garden suites. Allowing ADUs in Jasper could permit more rental units in town without changing the look of a neighbourhood. Parks Canada hosted an open house on March 14, 2019 to present information and seek input from the public on these issues.

How We Consulted

Consultations included meetings with stakeholder organizations and a public open house throughout February and March 2019. This was complemented by additional opportunities for input through written submissions.

The purpose of the consultations was threefold, to gather input about:

1. Options for updating Jasper's *Zoning Regulations*.
2. Considerations for Accessory Dwelling Units in the Jasper townsite:
 - a. Where should ADUs be allowed?
 - b. Should ADUs have parking requirements?
 - c. Should owner-occupancy be required for ADUs?
 - d. Should owner-occupancy rules change in the Compact Lot District?
 - e. How many ADUs should be allowed per lot? In which Districts?
 - f. What are your concerns about heights and setbacks for garage and garden suites?
 - g. What should a path to compliance look like for existing suites?
3. How to mitigate the impact of Private Home Accommodations on the supply of Accessory Dwelling Units.
 - a. How can we be sure that ADUs are used for housing?

Meetings were held with the Chamber of Commerce, on February 21, 2019, and the Private Home Accommodation Association, on February 28, 2019. The goal of these meetings was to introduce the consultation material, provide notice of the public open house, and gather initial feedback from these key stakeholder groups.

A total of 206 people attended a public open house on March 14, 2019. The event had two identical sessions, one beginning at 5:00PM and the next at 7:00PM. Each session included a brief presentation by Parks Canada Staff, followed by small group discussions and a chance for the public to interact and ask questions. Information on various topics was presented on display boards arranged around the room. Each discussion table addressed a different theme related to modernizing the *Zoning Regulations*, ADUs and Private Home Accommodations. Comments were recorded on large poster paper so that attendees could review others' comments and express agreement or disagreement with recorded ideas. In addition, more than 130 people filled out written comment cards during the open house.

What We Heard

Participants provided a tremendous amount of feedback about modernizing the *Zoning Regulations*, ADUs and affordable housing, and Private Home Accommodations. This summary of feedback is organized according to the questions that were posed to stakeholders and the public.

Options for updating Jasper's Zoning Regulations

Zoning is a land use planning tool to tell us how a property in a community can be used and where structures on a lot may be built. In a typical municipality, zoning is set out through bylaws adopted by the town council. Since Jasper is in a National Park, Parks Canada manages land use through the *Town of Jasper Zoning Regulations* and other policies.

Zoning is also used to separate land uses that do not work well together. For example, to make sure that homes are located near other homes and amenities like coffee shops or grocery stores, instead of near industrial uses like a bottle depot. In Jasper, there are different zones for:

- residential
- commercial
- open space
- institutional and public services
- railyard

Two main topics were discussed: issues with the current zoning and alternative approaches to zoning in Jasper.

1) Current Zoning Issues

Participants raised issues with the current zoning especially as they relate to increasing housing in the townsite. Some participants felt that there has been a housing shortage in Jasper for decades, dating back to the 1970s. A summary of the suggestions, listed in order of prevalence, is below.

- Eliminate the R1 (one-unit) zone, and re-zone those districts to R2 (two-unit) or R3 (multi-unit), depending on lot sizes.
- Rezone the Compact Lot District to R1, R2, or R3, to both encourage trailers to be converted to houses and to add more density to the district.
- Allow residential use, specifically staff housing, in S Block.
- Relax building height restrictions to improve buildability of new homes, especially in the R4 (compact lot district), and increase potential density.
- Allow spot zoning to allow larger multi family dwellings on larger lots.
- Allow tiny homes in Jasper.

Several comments suggested that the current zoning should be more flexible to allow:

- more density on larger corner lots, regardless of their district,
- more density to respond to housing demand,

- more options for architectural design, and
- requirements to be related to lot dimensions, accounting for variability in lot sizes across the townsite.

Finally, suggestions about improving the *Zoning Regulations* included making them less confusing, easier to read, using plain language, and ensuring that they can adapt to innovative ideas.

2) Alternative Approaches to Zoning

Across North America, municipalities take different approaches to zoning. Some municipalities use more than one type of zoning, and some use different zoning approaches for specific areas, such as for main streets. Some have decided to have no zoning ordinance at all. Three key zoning approaches were presented for feedback:

Prescriptive Zoning

- Clear standards of property use and building location.
- Requirements are clearly listed, such as number of dwellings per lot, size of dwelling, and number of on-site parking stalls required.
- The current *Town of Jasper Zoning Regulations* are written in this way.

Performance zoning

- Sets clear goals for the community, such as affordable housing or protecting nature.
- Measures a development proposal based on how well it meets the community goals.

Form-based zoning

- Based on physical size, look and feel of buildings.
- Focuses on how a neighbourhood will look, rather than how the land will be used.

Most participants were in favour of performance or form-based zoning, or a combination of the two. Only one person preferred the existing prescriptive zoning, feeling that it favours clarity and consistency, and is less subject to interpretation.

Considerations for Accessory Dwelling Units (ADUs)

The current *Town of Jasper Zoning Regulations* do not permit Accessory Dwelling Units in any residential zone in Jasper. An accessory dwelling means that the dwelling is secondary to a main dwelling, and is typically smaller than the main dwelling. In the context of the multi-unit dwelling districts (i.e. R2, R2H and CCWb), permission for ADUs would mean potential for each main dwelling on a lot to have an ADU associated with it.

Where should ADUs be allowed?

The National Building Code has provisions concerning secondary suites in single detached, duplex and row housing. Best practices research had identified that most municipalities allow garage suites and garden suites only when the main dwelling is a single detached house. Since the Compact Lot District does not have laneway or alley access and lot sizes are smaller, garage suites and garden suites are not recommended for this district.

Participants were asked for their input on where ADUs could be allowed, and any location restrictions that should be considered.

All the feedback was supportive of allowing ADUs, and most favoured allowing ADUs anywhere that is permitted by the size of the lot and building code requirements. In the Compact Lot (R4) District, the majority were in favour of allowing secondary suites inside the main dwelling to increase the affordability of redeveloping trailers into new dwellings. A few did not support any type of ADU in the R4 District.

Suggestions on where to allow ADUs included:

- limiting ADUs where there is not an adequate amount of parking in the neighbourhood. Cabin Creek and the west end of town were cited as examples of already congested neighbourhoods.
- focusing ADUs where lot sizes are larger and can easily accommodate more dwelling units.
- permitting ADUs everywhere possible to increase the amount of rental housing.

Additionally, several participants suggested that the “need to reside” regulatory requirement should apply for ADU dwellers. Many also suggested that ADUs should not be used for tourist accommodation. A few suggested that tiny homes could be used as detached ADUs.

Should ADUs have parking requirements?

Most municipalities take one of three approaches to parking requirements for ADUs.

- No parking requirements: this is typically used in areas well served by public transit, cycling, and walking infrastructure.
- Context-sensitive parking requirements: in cases where there is plenty of on-street parking available, or if there is already adequate parking provided on-site, then extra parking is not required for ADUs. Some municipalities do not require parking for ADUs within 1km of the town centre.
- Parking required: some municipalities require one on-site parking stall per ADU in all cases.

The breakdown of preferences is shown in the table below, from the 57 participants who provided their opinions on parking requirements.

Prefer 1 Parking Stall per ADU Required On-site	68%
Prefer Context Sensitive	14%
Prefer No on-site Parking Required	18%

Most of the public feedback favoured the option of on-site parking be required for ADUs. The primary reason for this was the feeling that on-street parking is already congested in many parts of town, and owners should be responsible for accommodating on-site parking for renters.

Those who favoured a context-sensitive approach to parking suggested that parking approaches could differ depending on the level of parking congestion in a neighbourhood, vehicle ownership in a neighbourhood, or whether the ADU renters owned a vehicle.

Participants who favoured no parking requirements cited that on-site parking requirements are already excessive, that housing people is more important than vehicles, and investments should be made in alternative transportation options like public transit, cycling and car sharing to reduce automobile dependence in Jasper.

Additional feedback was received that is out of the scope of Parks Canada's work and will be shared with the Municipality for their consideration. Namely, a strong theme emerged on developing an on-street parking permit system in Jasper. Many participants suggested managing on-street parking to alleviate pressure in the more congested neighbourhoods like Cabin Creek and the Compact Lot District. Some also suggested that priced parking in downtown and the commercial areas would generate revenue for the Municipality and help manage parking demand. An on-street parking permit system was also seen as an opportunity to increase enforcement of parking in the Municipality, to address abandoned vehicles and the issue of off-street parking being used as storage instead of vehicle parking.

Should owner-occupancy be required for ADUs?

Municipalities have been removing the owner-occupancy requirement for ADUs because it is seen to be a barrier to developing a suite.

Not requiring that the owner occupy the property would allow three options:

- Own two, rent none – is typically used by large or multi-generational families wishing to live near each other.
- Own two, rent one – is most common and allows home-owners to supplement their income or reduce housing costs through rental.
- Own two, rent both – gives owners the flexibility to maintain ownership and rent both units.

Participants were asked their opinion on whether owners should be required to occupy properties with ADUs.

Most of the feedback was in favour of owners occupying the properties where ADUs are developed. In many cases, the logic for this is to reduce partying and the impact on neighbours, and to increase the accountability of owners.

Still, a substantial contingent supported the idea that owners of properties with ADUs do not need to occupy the property with the intent to encourage more rental units and keep options flexible for owners.

The table below shows the breakdown of the 46 responses related to ADU owner occupancy.

Owners Should Occupy Property with ADU	63%
Owners Should Not Need to Occupy Property with ADU	37%

Whether in support of owner occupancy, or not, many people stated the importance of enforcing the “need to reside” requirement for all residents.

Should owner-occupancy rules change in the Compact Lot District?

Today, in the compact lot (R4) district, it is a requirement that the property owners must live on the property. Sometimes this requirement is restrictive for homeowners because they cannot rent their property to eligible residents.

Participants were asked for input on the current rule and whether they support a change in the rules to allow owners the option to rent.

The table below shows the breakdown of preferences for owner occupancy in the Compact Lot District, based on a total of 35 responses, with the majority preferring to change the rules to allow rentals in the R4 District. Again, comments suggested that eligible residency be enforced. As well, it was suggested that owner-occupancy of trailers be maintained, but rentals be allowed in homes when they are redeveloped, to encourage the redevelopment of trailers.

Maintain Owner Occupancy in R4 District	11%
Allow Owners to Rent in R4 District	89%

How many ADUs should be allowed per lot? In which Districts?

It is possible to allow multiple ADUs per primary dwelling (a secondary suite, garage or garden suite). Where multiple primary dwellings exist on the same lot (e.g. a duplex) then each dwelling could be allowed a secondary suite, garden and/or garage suite.

Some municipalities require that garden and garage suites have laneway access. When laneway access is required, many municipalities maintain the laneway to a higher standard (snow removal priority in the winter) and this comes with additional costs.



Image from Kronberg Wall Architecture
Image de Kronberg Wall Architecture

The majority of the feedback supported more than one suite per main dwelling, such as an internal secondary suite and a garage or garden suite, where the lot size and on site parking permit. Some participants suggested an unlimited number of suites per lot as long as the building footprint complies with code, height and parking requirements.

Another large group supported only one suite per main dwelling, and some of this group favoured internal secondary suites over detached suites.

Finally, a few comments were in support of only one suite per lot, regardless of the District permitting one-unit or two-unit primary dwellings.

The breakdown of the 30 comments regarding the number of suites participants would prefer per lot is shown in the table below.

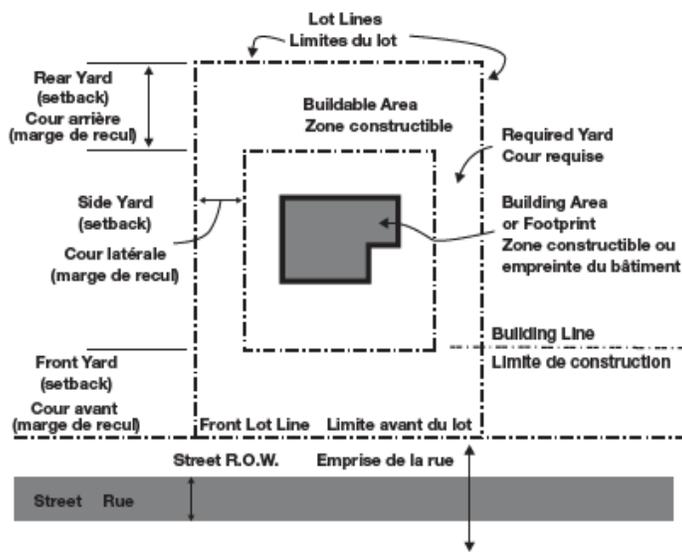
One Suite per Lot	10%
One Suite per Main Dwelling	33%
More than One Suite per Main Dwelling	57%

What are your concerns about heights and setbacks for garage and garden suites?

All municipalities set maximum building heights for garden and garage suites, and define minimum setbacks from neighbouring property lines. The requirements vary, depending on the municipality.

Setbacks from neighbouring properties range from 0.6 m to 2.0 m. When the setback is less than 1.2 m, special privacy measures and fire-stopping materials are required.

Maximum building heights for garage and garden suites range from 3.5 m to 7.5 m. The benefit of smaller setbacks and higher buildings is more living space. However, this needs to be balanced with safety, privacy, construction costs, and maintaining consistency within neighbourhoods.



Feedback from participants favoured relaxing height restrictions for garage and garden suites, and main dwellings; however maintaining a reasonable maximum height for the community. Most suggested a maximum of two storeys, and that the garage or garden suite not exceed the height of the main building. Some comments also suggested allowing two-storey homes in the R4 District to remove barriers to buying prefabricated homes. Another suggestion was that some areas, such as near Bear Hill, could build higher without obscuring views. In total, there were 23 comments about building heights, and the breakdown of preferences is shown in the table below.

Feedback on building setbacks for garage and garden suites was limited to four responses, with the breakdown shown below. The majority preferred maintaining existing setbacks, to retain the existing aesthetic of neighbourhoods.

Relax Height Restriction	57%	Relax Setbacks	25%
Maintain Height Restriction	43%	Maintain Setbacks	75%

What should a path to compliance look like for existing suites?

Some municipalities put temporary systems in place to allow residents to voluntarily apply for permits on existing non-compliant suites within a one- or two-year grace period.

The compliance process is important to ensure the safety and security of homeowners and renters.

Feedback was focused on how long a grace period should be in order to allow owners of non-compliant units to voluntarily apply for permits. All agreed that some amount of time would be necessary to allow work to be done on existing non-compliant suites. Suggestions ranged from three months to two years, with the majority suggesting the window of six months to two years.

Some agreed with providing penalties for non-compliant suites, such as higher taxes or utilities.

A number of comments also suggested setting up a program to monitor and enforce the rules concerning compliance, feeling that this is currently a weakness in the system.

How can we be sure that ADUs are used for housing?

A private home accommodation (PHA) is a licenced visitor accommodation, within a residential dwelling unit, intended for nightly rentals. They are only allowed in the residential districts R1, R2, R2H, CCWa, CCWb and are controlled through a license from the Municipality.

The following table compares PHAs in Jasper with Banff and Nelson, two comparable communities. Both Banff and Nelson have put a cap on PHAs.

	Jasper	Banff	Nelson		Jasper	Banff	Nelson
Population (2016)	4,590	7,850	10,660	Population (2016)	4 590	7 850	10 660
Total Private Dwellings	1,580	2,540	4,870	Nombre total de résidences privées	1 580	2 540	4 870
Total Private Home Accommodations	155	46	110	Nombre total de gîtes touristiques	155	46	110
Percentage of Dwellings with Home Accommodations	10%	2%	2%	Pourcentage de résidences assorties de gîtes touristiques	10 %	2 %	2 %

The higher percentage of PHAs in Jasper makes it more difficult for people to find rental housing. It also may inflate the value of homes, making it difficult for buyers to enter the housing market. Best practices research suggests that it is critical that the new ADUs in Jasper will be used for rental housing; otherwise, the housing situation will not improve.

Feedback about balancing PHAs and housing for residents, and ensuring ADUs are used for housing, was mixed. Overall, 58% of the comments supported tightening the rules for PHAs, while 42% supported fewer rules on PHAs. The quantitative results shown in the table below reflect several repeating comments from PHA owners, and the Private Home Accommodation Association was given additional opportunity to provide their feedback in a separate meeting.

More Regulation for PHAs	58%
Less Regulation for PHAs	42%

Those who supported managing PHAs more strictly suggested a range of ideas, listed below in order of prevalence:

- enforcing PHA rules concerning guest parking, number of rooms, and including penalties for non-compliance
- capping the number of PHAs in Jasper, similar to Banff and Nelson
- not allowing ADUs to become PHAs
- phasing out PHAs by not allowing more licenses
- taxing PHAs more heavily or charging higher license fees
- no longer allowing PHAs in Jasper

Those who supported less regulation for PHAs generally suggested that there was sufficient space in Jasper’s residential districts for both tourist accommodation and residents. Their ideas are listed below in order of prevalence:

- continuing to allow PHAs while also allowing new ADUs
- not capping PHAs
- allowing homeowners to choose who rents their ADU (tourists or residents)
- relaxing rules on PHAs to allow homeowners to use their homes as they wish

Any other comments or concerns?

Attendees of the public open house also had the opportunity to provide any additional comments that were not covered under the zoning, ADU or PHA questions. A number of themes emerged from these comments, and are listed below.

- Enforcement of regulations is essential, regardless of what the new rules are.
- Review the Architectural Motif at the same time as reviewing the *Zoning Regulations*.
- Consider looking into the causes of population growth in Jasper, and the sustainable population size for a development-restricted townsite.
- Consider creative new solutions for staff accommodations, which is an issue for many commercial entities.
- Develop more seniors' housing.
- Consider a cap on tourism to make housing and operations more predictable year-to-year.
- Densify S Block and clean it up. Also consider allowing staff accommodation in S Block.
- Create a long-term development plan for Walkerville.
- Allow apartment buildings up to three storeys.
- Create another affordable apartment complex like Cavell.
- Consider moving gas stations to S Block to free prime commercial space in the townsite.

Next Steps

There was strong support for ensuring that revised zoning rules are less prescriptive in nature and can more flexibly incorporate innovative ideas to improve the community of Jasper. We also heard strong support for allowing ADUs in certain districts in Jasper and updating the rules concerning the owner-occupancy in the R4 District.

Feedback from this engagement will not be used in isolation. Parks Canada will consider this input in conjunction with the Park Management Plan, the Jasper Community Sustainability Plan, and other key documents and legislation, as we draft new "Land Use Management Regulations", Interpretive Guidelines. Draft Regulations and Interpretative Guidelines are expected to be available for public comment by spring 2020.

Contact

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Strategic Policy and Investment Directorate
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Appendix B: References

General

Town of Banff Bed and Breakfast Regulatory Framework - Council Agenda Package (January 14, 2019): https://banff.ca/AgendaCenter/ViewFile/Agenda/_01142019-775?MOBILE=ON

Town of Canmore Vacation Rentals FAQ: <https://canmore.ca/projects/vacation-rentals#>

Property Tax

Town of Canmore: <https://canmore.ca/residents/property-tax/tax-rates>

Alberta Municipal Government Act Updates:

Compliance with the Linked Tax Rate Ratio

What's currently in place: The *MMGA* set a maximum property tax rate ratio of 5:1 between the highest non-residential property tax rate and the lowest residential property tax rate. Municipalities with property tax rate ratios above 5:1 (non-complying municipalities) may not increase their ratio, and are not required to lower their ratio.

What we heard: Stakeholder engagement indicated that further consultation was required to determine whether municipalities currently outside of the 5:1 ratio should be required to come into compliance with the maximum ratio within an established timeframe rather than have their ratios maintained at current levels.

What's changing: Create authority for a regulation that will require non-complying municipalities to comply with the tax rate ratio of 5:1 over a period of time.

What this means: Municipalities with property tax ratios above 5:1 will be required to change their non-residential and residential property tax rates over a period of years to bring them into compliance. Municipalities would continue to set their own tax rates but within the ratios set out in the regulation.

When this takes effect: The related sections of legislation came into force May 31, 2016 however the regulation has yet to be developed.

Splitting Non-Residential Property Tax Rates

What's currently in place: Non-residential properties are split into two subclasses for municipal taxation purposes: "improved" and "vacant." Residential properties may be split into in any number or type of subclasses considered appropriate by the local municipality. In both instances, different tax rates may be applied to each subclass.

What's the issue: The "improved" non-residential property class includes a range of businesses from large industrial plants to small local convenience stores. All businesses are charged the same tax rate despite their very different impacts on the municipality.

What we heard: Municipal stakeholders have asked for the ability to set different property tax rates for sub-classes of improved non-residential property. They believe this will allow for a fairer property tax framework. Business and industry stakeholders oppose creating new sub-classes for the improved non-

residential tax rate. They believe this could lead to high-value industrial properties being taxed at a disproportionately higher rate than other businesses within the non-residential property class.

What's changing: The *MGA* will be amended to enable splitting of the municipal non-residential class into subclasses. The regulations to accompany this change will be created with input from municipalities, assessors, and non-residential property owners to determine how splitting should be implemented to best enable a fair distribution of municipal non-residential property taxes. Any subclasses established under these provisions will be subject to the new limits on the ratio of non-residential tax rates as compared to residential tax rates.

What this means: Municipalities will be better able to set tax rates in a manner that reflects local circumstances.

When this takes effect: January 1, 2018.

Utility and Garbage Fees

City of Victoria: <https://www.victoria.ca/EN/main/residents/utilities-faq/garbage-rates.html>

Town of Canmore: <https://canmore.ca/municipal-services/public-utilities/utility-rates>

City of Nelson: <https://nelson.civicweb.net/filepro/documents/488?preview=6404>

Short-Term Rental Business License Fees

Town of Telluride: <http://www.telluride-co.gov/281/Business-Licenses>

City of Nelson: <https://www.nelson.ca/DocumentCenter/View/206/Business-Licence-Application-for-Short-Term-Rental-PDF?bidId=>

City of Victoria: <https://www.victoria.ca/assets/Departments/Legislative~Services/Documents/18-036%20STR%20Regulation%20Bylaw.pdf>

Fines and Compliance

Town of Canmore: <https://canmore.ca/projects/vacation-rentals>

City of Victoria: <https://www.victoria.ca/assets/Departments/Legislative~Services/Documents/18-036%20STR%20Regulation%20Bylaw.pdf>

Resort Municipality of Whistler: <https://www.whistler.ca/media/news/business-licences-now-required-all-whistler-vacation-rental-properties>

AGENDA ITEM 6.6

REQUEST FOR DECISION

Subject: Public Transportation System RFP Award
From: Bill Given, Chief Administrative Officer
Prepared by: Bill Given, Chief Administrative Officer
Reviewed by: Christine Nadon, Director of Protective & Legislative Services
Christopher Read, Director of Community Development
Date: July 12, 2022



Recommendation:

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.

Alternatives:

- That Committee recommend Council award the Public Transportation Feasibility Study to another firm.
- That Committee direct Administration to cancel the Public Transportation Feasibility Study project.

Background:

A number of documents, including the 2011 Jasper Community Sustainability Plan and the 2018 Transportation Master Plan, include recommendations to explore the opportunity of future internal and regional transit connections for the town.

In 2021, Council supported a public transportation pilot project for the summer season. The pilot project ran from July 15 to Sept 26, and saw strong average daily ridership that grew over the course of the project (July – 20.5/day, August – 48.8/day, September – 49/day).

Based on the recommendations from the previously mentioned plans, and the success of the pilot project, in the fall of 2021 Administration applied 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 an RFP for a public transportation system feasibility study.

Discussion:

The RFP was posted to Alberta Purchasing Connection on June 9 with a closing date of June 29.

Four (4) valid submissions were received by the RFP submission deadline and reviewed by administration. Proposals were evaluated in the categories shown below. All of the submissions were competent and capable of completing the project. WSP was second in points awarded for Qualifications & Experience, tied for the highest points in Proposal Quality & Completeness, and was the lowest cost proposal, while being tied for the second highest number of hours committed to the project.

Evaluation categories

Qualifications & Related Experience	25 points
Proposal Quality & Completeness	30 points
Project Schedule	15 points
Cost	25 points

Proponent	Final Score
DanTec Associates	79
Dillon Consulting	85
Parsons	85
WSP	89

As a part of their project proposal, WSP identifies that the first of two presentations to Council would occur approximately four weeks after beginning the project.

The study is intended to deliver the following information, some of which will be used to inform the 2023 budget discussion. :

- An analysis of the current state of public transportation in Jasper including demand, provision, perceptions and barriers.
- Provide review of existing public transportation solutions in similar mountain communities with economies largely driven by tourism.
- Identification of potential future partners in the provision of public transportation.
- Development of a recommendations for a public transportation system for Jasper including, routes, fares and operating hours and 10-year capital and operating forecasts.

Strategic Plan Relevance:

From the *DRAFT 2022-2026* strategic plan

Environment

- Increase opportunities for active transportation and transportation alternatives.
- Include an environmental lens into our decision making and operational plans.

Financial:

The proposed amount is within the project budget, the majority of which will be funded by the \$50,000 federal grant.

Attachments:

- none

AGENDA ITEM 6.7

REQUEST FOR DECISION

Subject: Procedure Bylaw #190 – Agenda Structure
Prepared by: Bill Given, Chief Administrative Officer
Reviewed by: Emma Acorn, Legislative Services Coordinator
Date: July 12, 2022



Legislative Committee Recommendation:

- 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.

Alternatives:

- That Committee direct administration to maintain the existing agenda structure until a full update of Procedure Bylaw #190 is completed.
- That Committee refer the matter of the agenda structure back to the Legislative Committee for further discussion.

Background:

Item 1.3 in Schedule 2 of the Procedure Bylaw (#190) prescribes the format of agendas for regular council meetings. This ordering of agenda items also establishes the “flow” of council meetings. The bylaw does not explicitly prescribe the format of committee of the whole agendas but as a matter of practice administration applies the same order as is used in regular council meetings.

The established format is:

- Call to Order
- Approval of Agenda
- Approval of Minutes
- Presentations/Appointments/Recognitions
- Business arising from Minutes
- Departmental Reports
- Bylaws
- RFDs
- Other New Business
- Correspondence for Consideration or Action
- Information Items – Upcoming Events
- Adjournment

The Legislative Committee met on July 5, 2022 and reviewed two samples agendas with proposed revisions to the agenda structure.

Discussion:

Administration proposed two alternate concepts for discussion and consideration by the committee. Each of the versions use the same order of items (contrasted with the existing order in the table below).

Existing	Proposed - Regular	Proposed - Committee
Call to Order	Call to Order	Call to Order
Approval of Agenda	Approval of Agenda	Approval of Agenda
Approval of Minutes	Approval of Minutes	Approval of Minutes
Presentations/Appointments/Recognitions	Delegations	Delegations
Business arising from Minutes	Correspondence	Correspondence
Departmental Reports	New Business	New Business
Bylaws	Notices of Motion	Motion Action List
RFDs	Council Reports	Councillor Upcoming Meetings
Other New Business	Upcoming Events	Upcoming Events
Correspondence for Consideration or Action	Adjournment	Adjournment
Information Items – Upcoming Events		
Adjournment		

The main difference between the existing order laid out in the Procedure Bylaw and the proposed revisions are:

- The consolidation of a number of items in to the category of “New Business”
- Bringing Correspondence to follow Delegations
- The addition of motions “in-line” with Regular meeting agendas
- Slight differences in the layout of agendas for Regular and Committee of the whole meetings.

Recommendations and alternatives will also continue to be presented in their regular place in individual RFDs. The use of “in-line motions” is intended for use at regular Council meetings.

After discussion the Legislative Committee expressed an interest in trying the agenda structure with the addition of motions “in-line” for regular meetings. Members also wanted to offer the rest of Council an opportunity to test the proposed changes. As the Legislative Committee continues their review of Bylaw #190 they do anticipate further amendments will be proposed before the end of 2022.

In order to allow Council time to test a new agenda format and to allow time to gather amendments before bringing an updated bylaw for readings the Legislative Committee is recommending Council suspend item Section 1.3 in Schedule 2 of the Procedure Bylaw #190 until December 31, 2022 pursuant of section 3.4 of the bylaw.

- [Municipal Government Act](#)
- [Bylaw #190 Procedure Bylaw](#)
- [Policy A-001 Policy Development and Review](#)

Financial: There would be no additional costs incurred as a result of this recommendation.

Attachments: none

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.	July 2022 September 2002
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.	July 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.	July 2022 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.	July 2022 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.	July 2022 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. 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
Private Home Accommodation Draft Policy	May 24, 2022	CAO	That Committee direct Administration to report back to a future Committee of the Whole meeting with options to	July 2022

			prepare a Municipal position regarding private home accommodation.	
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.	September 2022
JCHC Governance Review -2	June 14, 2022	CAO	That Committee direct administration identify the resources required to produce a strategy to address the 2021 gap and return to Committee prior to the 2023 budget discussions.	September 2022
JCHC Governance Review - 3	June 14, 2022	CAO	That Committee direct administration to coordinate a workshop with Colliers, the JCHC and Council to further review the report.	July 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 <ol style="list-style-type: none"> 1. Update the MOJ’s profile on the A/JTMA website 2. Send the A/JTMA an updated flag to be flown at future conferences 3. Consider hosting a future A/JTMA conference 4. Profile the MOJ’s twinning relationship on the new MOJ website 5. Prepare/develop a video from the community of Jasper to send to Hakone to acknowledge the 50th anniversary of the twinning relationship 	September 2022
Jasper Local Food Society	June 28, 2022	Directors of Operations & Community Development	That Committee direct administration to explore opportunities for the Municipality of Jasper to support food security efforts in Jasper and report back to a future Committee of the Whole meeting.	October 2022