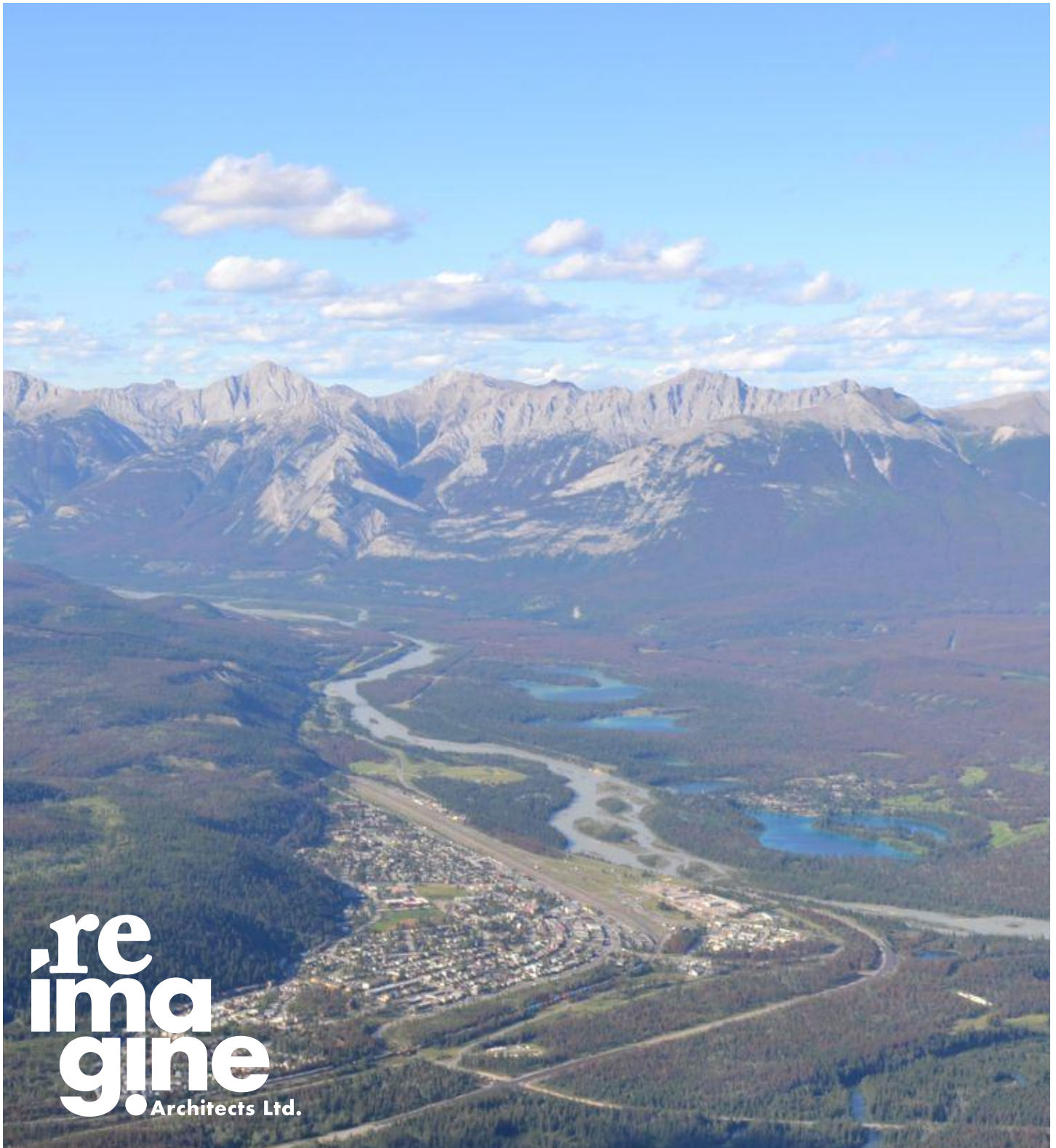




Jasper Strategic Facility Plan

Municipality of Jasper • May 2024

LAND ACKNOWLEDGEMENT

We respectfully acknowledge that Jasper National Park is located in Treaty 6 and Treaty 8 territories, the Homeland of the Otipemisiwak Métis Government of the Métis Nation within Alberta District 7, and the traditional lands of the Anishinabe, Aseniwuche Winewak, Dene-zaa, Nêhiyawak, Secwépemc, Stoney Nakoda, Mountain Métis, and Métis. Presently, the land is home to First Nations and Métis peoples as well as Inuit and settlers. We acknowledge the past, present, and future generations of these nations who continue to steward the land.

Executive Summary

As the Municipality of Jasper envisions a future with a sustainable and resilient set of infrastructure over the next 20-year horizon, a team of architects and engineers prepared this report through collaboration with members of the administration.

STAFF NEEDS

X

BENCHMARK STANDARDS

+

Engagement sessions such as interviews, focus groups, an online survey and a spatial relationship charrette were conducted to gather insight into the current operational organization of teams. The results of this include: **need for additional support staff, additional support space, more efficient organization of spaces to accommodate teams working together and building repairs/opportunities to increase the efficiency/longevity of each building.**

This section highlights standards that are most relevant to the application of the affected buildings and their functional workplace organization. This includes the **Alberta Infrastructure** and **Federal Government of Canada standards** where items such as workplace typologies, workstation layouts, occupant areas, and design factors such as noise, wayfinding, and accessibility are presented. The section concludes with recommendations that are most appropriate. The below chart demonstrates varying workstation types with their associated space allocations which provides a general basis for the conceptual designs provided in the following sections.

Workstation Type	Recommended Space Allocations	
Open Workstation, Assigned Workstations assigned to individual staff members, located in a large open space, often clustered in groups and workstations separated into cubicles. Meetings requiring privacy are held in breakout or meeting rooms.	5.0 - 6.7m² (72ft ²)	
Open Workstation, Hotelling Workstations shared by staff who occupy their desks less than 50% of the time and do not require regular storage of supplies, located in a large open space, often clustered in groups and workstations separated into cubicles. Meetings requiring privacy are held in breakout or meeting rooms.	2.5m² (27ft ²)	
Enclosed Office, Assigned or Hotelling Workstation is located in an enclosed room and assigned to a specific staff member. This workstation is typically for staff occupying their office greater than 50% of the time and who require privacy, noise mitigation for regular conversation, or have director or management roles.	7.5m² (81ft ²)	
Managerial Office, Assigned These spaces will often include the workstation used by the occupant and a small huddle area. Where possible, splitting the space into a smaller enclosed office with an adjacent breakout room should be considered.	10m² - 29m² (108ft ² - 312ft ²)	
Special Purpose Workstation Workstation serves a specialized purpose, such as a reception area or construction work bench.	Varies	

CLIMATE AND EMERGENCY PREPAREDNESS

=

FACILITY NEEDS

The mitigation measures in this section provides recommendations as part of this study for the Municipality, based on the analysis of the its facilities in relation to the projected climate-related risks. This includes recommendations for each of the topics below:

The Spread of Wildfire:

- Reduce the combustibility of building envelope materials
- Create defensible space around buildings
- Integrate fire-resistant landscaping practices
- Install fire-resistant fencing and barriers
- Review the pedestrian and vehicular circulation patterns Incorporating fire-safe construction techniques
- Educate residents and property owners about fire safety measures
- Ensure easy access for fire department personnel

Increased Demand on HVAC due to Wildfire Smoke:

- Implement positive pressure systems in key buildings
- Seal any gaps or leaks in the HVAC system
- In areas where HVAC upgrades are not feasible or cost-effective, install standalone air purifiers
- Regularly inspect and maintain HVAC systems
- Develop and implement protocols for safely shutting down HVAC systems during severe wildfire events

Increased Demand for Cooling in Buildings:

- Improve building envelope insulation and install new windows to reduce heat gain and minimize the load on cooling systems
- Install or upgrade to high-efficiency air conditioning units and heat pumps
- Incorporate passive cooling strategies such as natural ventilation and windows shading devices
- Use reflective roofing materials with thermal emittance properties to minimize solar heat gain
- Implement air quality management strategies to maintain indoor air quality
- Integrate energy recovery ventilation (ERV) systems to recover and reuse energy from exhaust air streams

Increased Electrical and Grid Demand:

- Increase the deployment of renewable energy sources, such as solar, to diversify the energy mix
- Deploy energy storage technologies, such as batteries, to store excess electricity
- Implement energy-efficient practices and technologies to reduce electricity consumption
- Participate in demand response programs that incentivize consumers to reduce electricity use during peak demand
- Invest in smart grid technologies, such as advanced metering infrastructure (AMI),

Need of Community Buildings as Muster Points:

- Install backup power generators or battery systems to ensure continuous operation of critical building systems
- Equip the building with first aid stations, medical supplies, and emergency medical equipment to provide immediate assistance
- Designate areas within the building as shelter and rest areas where occupants can seek refuge and receive support
- Ensure available emergency food and water supplies to sustain occupants during extended stays at the muster point
- Clearly mark evacuation routes and muster points within the building
- Upgrade building security systems, including surveillance cameras, access control systems, and emergency lighting
- Collaborate with local emergency services agencies to coordinate emergency response plans and conduct regular training sessions

Town Access and Response in Emergency Event:

- Develop comprehensive emergency response plans that address various scenarios
- Implement early warning systems to notify residents and visitors of impending emergencies and evacuation orders
- Identify and designate safe locations within the town where residents can shelter in place during emergencies
- Strengthen critical infrastructure, such as bridges, roads, and utility systems, to withstand extreme events
- Develop plans and protocols to ensure the continuity of essential services, such as healthcare, public safety, utilities, and transportation, during emergencies.
- Relocate Bylaw Services to a more central location or on the other side of the train tracks.

Availability of Clean Water:

- Implement water conservation measures and public awareness
- Diversify the town's water sources by developing alternative water supplies.
- Enhance water storage capacity.
- Strengthen water infrastructure to withstand extreme weather events
- Develop integrated water management plans.

Ice Damage and Dangers:

- Consider infrastructure upgrades to enhance resilience to ice storms and reduce the risk of damage
- Regularly inspect and maintain roofs, gutters, and downspouts
- Trim tree branches that overhang roofs and power lines to prevent them from breaking
- Apply de-icing agents or anti-icing coatings to exterior surfaces
- Implement stormwater management practices to reduce runoff and minimize the risk of flooding and ice accumulation
- Collaborate with utility companies to assess and address vulnerabilities in critical systems that may be impacted by freezing rain and ice accumulation

FACILITY NEEDS

CURRENT FUNCTIONING FACILITIES

This section provides a summary of the functional and building condition assessment findings conducted per building. It provides high level information on observed concerns and provides recommendations to rehabilitate, upgrade, or replace building components. The building condition assessment highlights critical items requiring immediate attention however non-urgent recommendations can be found in the appendix.

4.2 - ACTIVITY CENTRE ARENA

DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	- PATH OF EXIT - CURB/LANE - GENERAL MAINTENANCE	- Reconfigure near walkway and parking - Add sidewalk to accommodate parking lot - Daycare storage - Reduction of IT room - Risk Assessment Accessibility Review - Wayfinding strategy - Reconfigure Existing Space to Accommodate a Visitor Space - Supplement and/or Daylight Strategy - Review utilization of senior centre and gymnastics gymnasium
BUILDING ENVELOPE	- REPLACE EXTERIOR DOORS - PROPOSE SEALS	
MECHANICAL	- REPLACEMENT/MONITORING OF ROOF TOP UNITS - EMERGENCY / AS SYSTEM DESIGN	
ELECTRICAL	ADDS ELECTRICAL EQUIPMENT	
STRUCTURAL	MINOR REPAIRS	
CIVIL	- REMOVE AND REPLACE SIDEWALKS - DEGRADING FOR POSITIVE DRAINAGE - CONDUCT TOPOGRAPHICAL SURVEY	

4.3 - FITNESS + AQUATIC CENTRE

DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	- REPAIRS - FEATURE SLIDE REPLACEMENT	- Review Existing Office Requirements and Opportunities - Reconfigure Existing Spaces for Additional Storage - Update Lighting to Suit Climbing Space - Reconfigure the Aquatics Staff Area - Reconnect Unit Control to Delta Control - Address Ventilation Issues Causing Corrosion - Exhaust Fan Capacity Increase
BUILDING ENVELOPE	- REPLACE EXTERIOR DOORS - FURTHER SITE REVIEW	
MECHANICAL	CORROSION REMEDIATION	
ELECTRICAL	CORROSION EQUIPMENT	
STRUCTURAL	POOL AREA VENTILATION	
CIVIL	ADEQUATE BRACING	

4.6 - PATRICIA STREET OFFICE

DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	MINOR REPAIRS	- Reconfigure the Space for Increased Functionality - Relocate Reception to Main Floor - Add Exterior Signage - Accessibility Updates - Reconfigure for Confidentiality - Upgrade Public Entry - Office Storage (long term) - Reassign Two Outreach Offices to be Breakout Rooms - Main Floor Kitchen Reduction and Hot Desking - Main Floor Collaborative Workspace - Build Two Offices Along Courtyard Wall
BUILDING ENVELOPE	MINOR REPAIRS	
MECHANICAL	- ACCESSIBLE DESIGN - CODE REVIEW	
ELECTRICAL	WIRELESS NETWORK	
STRUCTURAL	STRUCTURAL REVIEW	
CIVIL	NOTHING TO NOTE AT THE TIME OF REVIEW	
HEALTH, SAFETY & ACCESSIBILITY	STAIR MODIFICATION	

4.7 - OPERATIONS + UTILITIES SHOP

DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	- INTERIOR MAINTENANCE - DECLUTTER SPACE	- Move Office Spaces Out of Shop - Rearrange Main Floor Office Space - Provide workstations to office space for staff in shop area - Reconfigure Space (short term) - Expand Space (long term) - Address the safety issues - Build addition for equipment storage - Reconfigure assessment for storage by Municipality department
BUILDING ENVELOPE	BASEMENT REVIEW	
MECHANICAL	- LIFECYCLE REPLACEMENTS - REPLACE DUST COLLECTION	
ELECTRICAL	REPLACE OLD EQUIPMENT	
STRUCTURAL	NOTHING TO NOTE AT THE TIME OF REVIEW	
CIVIL	NOTHING TO NOTE AT THE TIME OF REVIEW	
HEALTH, SAFETY & ACCESSIBILITY	CODE REVIEW REGARDING USE OF SPACE	

4.4 - LIBRARY + CULTURAL CENTRE

DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	OPERABLE WALL REPAIR	- Reconfigure Legislative Services and Councilors' Office to Accommodate More Workstations - Reconfigure Existing Spaces for Additional Storage - Repair Operable Partition - Provide Motorized Coverings for Library Clerestory Windows - Addition of Walkway
BUILDING ENVELOPE	REPAIR ENVELOPE PENETRATIONS AT WINDOWS OF HISTORIC BUILDING	
MECHANICAL	REVIEW HVAC	
ELECTRICAL	NOTHING TO NOTE AT THE TIME OF REVIEW	
STRUCTURAL	NOTHING TO NOTE AT THE TIME OF REVIEW	
CIVIL	- REPAIRING - RAIN CHAIN REPLACEMENT	
HEALTH, SAFETY & ACCESSIBILITY	ROOF LEADER CONSIDERATION	

4.5 - LOG CABIN

DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	- REINFORCE ROOF - CHECK AND FILL GAPS	- Renovate to provide programming space for teams, seniors, and community groups - Relocate minor sports league storage to Activity Centre - Refresh log exterior and add insulation on inside of wall assembly and roof windows - Improve accessibility into building through a ramp entry - Install a sheltered picnic area on the south side of the building for outdoor programming
BUILDING ENVELOPE	- REINFORCE ROOF - CHECK AND FILL GAPS	
MECHANICAL	RENOVATE WARDROOMS + REPLACE ALL PLUMBING FIXTURES	
ELECTRICAL	REPLACE ELECTRICAL EQUIPMENT	
STRUCTURAL	EVALUATE ROOF STRUCTURE	
CIVIL	ADDRESS ROOF DRAINAGE	
HEALTH, SAFETY & ACCESSIBILITY	- SLOPE EXTERIOR CONCRETE - CREATE ACCESSIBLE WARDROOM	

4.8 - BYLAW ENFORCEMENT SERVICES

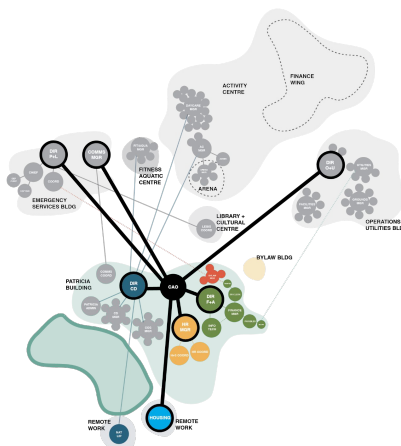
DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	NOTHING TO NOTE AT THE TIME OF REVIEW	Relocate bylaw out of this building
BUILDING ENVELOPE	MECHANICAL COOLING FOR OFFICES	
MECHANICAL	REPLACE EQUIPMENT AS NEEDED	
ELECTRICAL	NOTHING TO NOTE AT THE TIME OF REVIEW	
STRUCTURAL	RELOCATE STAFF	
CIVIL	RELOCATE STAFF	
HEALTH, SAFETY & ACCESSIBILITY	NOTHING TO NOTE AT THE TIME OF REVIEW	

4.9 - EMERGENCY SERVICES BUILDING

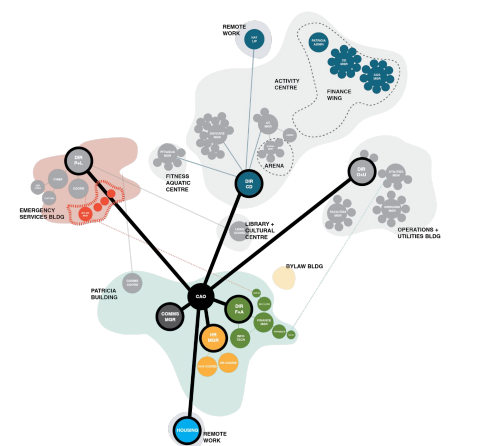
DISCIPLINE	IMMEDIATE ATTENTION ITEMS	POTENTIAL OPPORTUNITIES
BUILDING CONDITION	FUNCTIONAL ASSESSMENT	FUNCTIONAL ASSESSMENT
ARCHITECTURAL & INTERIORS	FLOORING REPLACEMENT	- Vehicle exhaust system replacement - Renovate suite #2 to be office space and address roof leaks
BUILDING ENVELOPE	MINOR REPAIRS	
MECHANICAL	CODE REVIEW (PROVISION OF VENTILATION)	
ELECTRICAL	REPLACE EQUIPMENT AS NEEDED	
STRUCTURAL	MONITOR WATER INFILTRATION	
CIVIL	FILL REPAIR	

ACCOMMODATION SCENARIOS

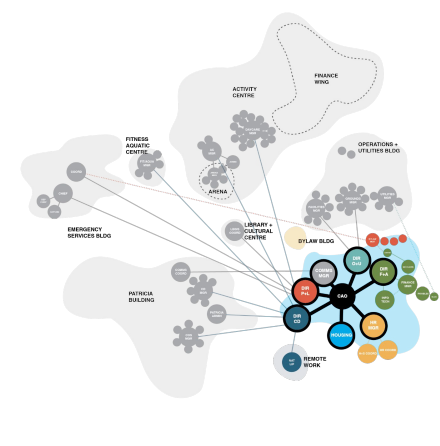
Based on the information collected so far, a series of diagrams are provided to highlight the current operational relationships between all parties and provides scenarios to foster a more favourable and efficient operational organization strategy for the Municipality of Jasper. The below diagrams demonstrate possible scenarios.



SCENARIO 1: RELOCATE BYLAW TO PATRICIA

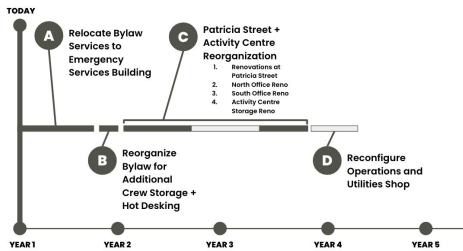


SCENARIO 2: RELOCATE BYLAW TO EMERGENCY + PATRICIA COMMUNITY DEVELOPMENT TEAM TO ACTIVITY CENTRE



SCENARIO 3: NEW BUILD
JASPER STRATEGIC FACILITIES PLAN • 4

RECOMMENDATIONS



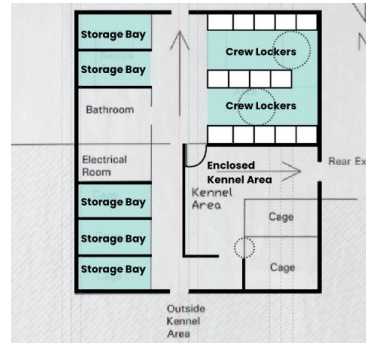
The best suited scenario, along with additional recommendations in between, is Scenario 2: Relocate Bylaw Services to Emergency Services Building and Community Development from Patricia to Activity Centre. This scenario, provides ample benefits for both relocating teams.

This includes the consolidation of each team and alleviates space at Patricia. With efficient office layout and design, the relocation of the Community Development team to the Activity Centre is an option however, it is also important to consider the risk of the Activity Centre's current offices being cramped. Additional engagement sessions would be beneficial to fully understand the working conditions of the staff members who would relocate so that the space is efficiently suited to the needs of the department and their functionalities.

A. Relocate Bylaw Services to the Emergency Services Building



B. Reorganize Bylaw for Additional Crew Storage + Hot Desking

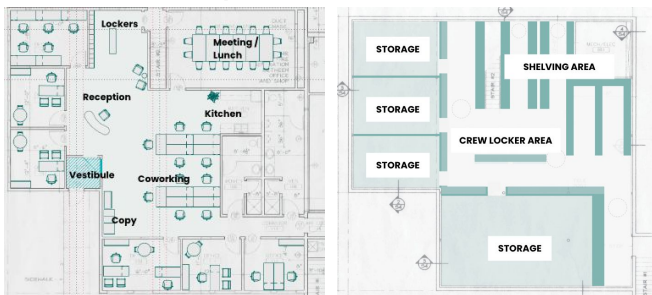


C. Patricia Street + Activity Centre Reconfiguration



1. Renovations at Patricia Street

D. Reconfigure Operations And Utilities Shop



North

South

2. North Office Renovations at Activity Centre
3. South Office Renovations at Activity Centre
4. Expand Storage in Multifunctional Space



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1.0

INTRODUCTION + BACKGROUND

1.1 PROJECT SCOPE AND BACKGROUND

Jasper has a unique position as one of Canada's premiere natural environments—a National Park with over one million annual visitors—while also housing thousands of permanent residents who rely on essential municipality infrastructure and recreation needs in their daily lives. Compared to most of the towns in the region that received boosts of funding during the oil boom of the 1970s and built robust civic facilities at that time, Jasper only recently incorporated as a municipality and has restrictions on its development based on its location within a National Park.

Scope of Project

The Municipality of Jasper is focusing on how it can improve its operations, and public services by assessing the existing municipal infrastructure in terms of condition, function and operation to envision a future that is sustainable, resilient, and tailored to their unique needs. The project team assisted by the municipality assessed these facilities and provided recommendations to the Town of Jasper for maintaining a reduced environmental footprint relating to facility maintenance, renovations, and new construction. This study takes into account operational efficiencies, changes in climate and associated risks, as well as the financial implications of each scenario developed in the process.

Project Team

Municipality of Jasper

- Bill Given, Chief Administrative Officer

Architectural, Interiors, and Building Envelope

- Vivian Manasc, Architect AAA, Reimagine Architects
- Kevin Mullin, Architect AAA, Reimagine Architects
- Rica Migrino, Intern Architect AAA, Reimagine Architects
- Graeme Matichuk, Arch. Tech., Reimagine Architects
- Sam Stewart, Intern Architect AAA, Reimagine Architects
- Dereje Eshete, Reimagine Architects
- Toni Chui, Interior Designer, Reimagine Architects

Mechanical

- Shanon Warner, P.Eng., Remedy/Fox Engineering

Electrical

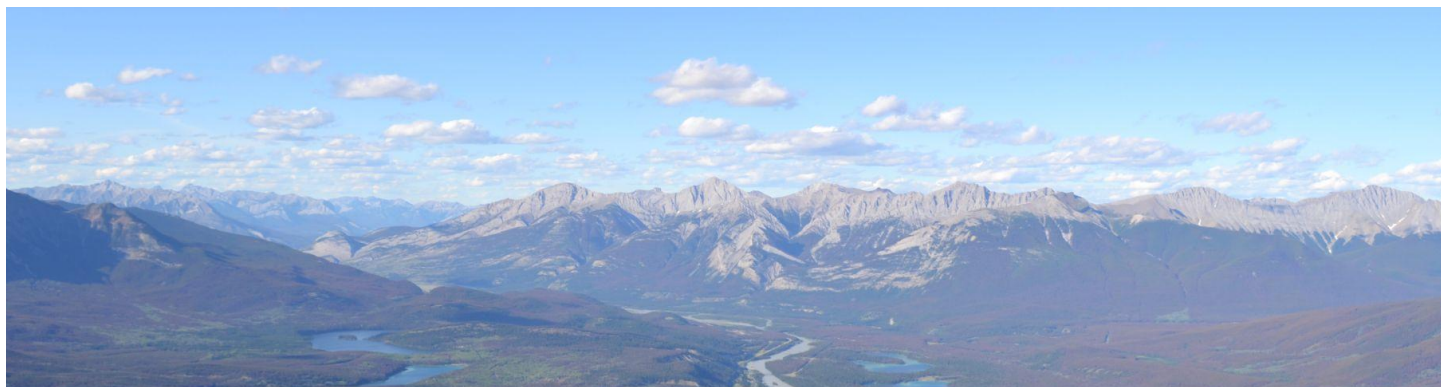
- Mohammad Abtahi, P.Eng., Reimagine Consulting
- Jay Wigston, C.M.E., Reimagine Consulting
- Isaac Benke, E.I.T., Reimagine Consulting

Structural

- Michael Fowlie, P.Eng., RJC Engineers

Civil

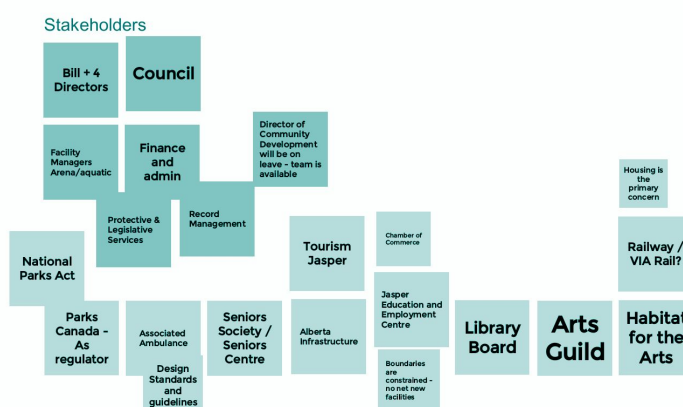
- Cassandra Marin, P.Eng., Reimagine Consulting



Engagement Plan

The engagement aligns with the IAP2's Collaboration level of engagement, which seeks to partner with stakeholders in each aspect of the Facility Plan, looking to stakeholders for advice and innovation in formulating solutions and will incorporate their insight and recommendations into the Facility Plan to the maximum extent possible.

Stakeholders have provided input for their specific department, but the Municipality's project leadership has been able to engage stakeholders in reviewing the Discussion Papers and/or Drafts of the report as desired during the review process to ensure reporting aligns with stakeholders' discussions.



Engagement	Description
SMART Start	Online workshop held with Bill Given to determine project goals, priorities, and stakeholders
Site Visit Redux	The architecture and engineering teams will visit all sites of interest in Jasper to learn the current use and challenges of each facility. These high-level reviews require the appropriate facilities, leadership, or maintenance staff who have access to all rooms in the facilities as well as relevant background documents in advance.
Staff - In-Person Focus Groups and Interviews	The staff focus groups include staff who represent a cross-section of departments. The staff interviews delve more in-depth on department-specific operational and facility needs in silos of departments (i.e. one department in each interview session)
Staff - Online Survey	An online Google Forms survey will be created and distributed to all attendees of the staff engagement sessions, for those who attended and have additional information to share and for those who were unable to attend but want to contribute to the project's knowledge base.
Spatial Relationships Charette	After the needs for each department are learned through staff engagement, Reimagine will create a preliminary summary of spatial needs and lead a Spatial Relationships Charette with relevant leadership staff.
Climate Change, Emergency Preparedness, and Risk Analysis Workshop	This workshop will engage relevant staff and facility operators who work with emergency services and risk mitigation for environmental disasters like wildfires, floods, and extreme temperature events.

1.2 STAFF ENGAGEMENT

Focus Groups and 1:1 Interviews

On September 6, 7, 14, and 15, Reimagine held a series of focus group sessions with Municipality staff, with each session representing a cross section of departments, as well as 1:1 interviews with department heads. These focus groups and interviews informed the detailed information provided in this report for service delivery.

Staff Survey

A staff survey was held via Google Forms in October, 2023. The full results are included in the Appendix and a summary is provided below. When staff were asked if they have enough team members to complete their responsibilities, the following key points emerged:

What We Heard	Takeaways
There is an insufficient amount of staff support to lead the fire prevention training	• Additional staff support for fire prevention
The daycare team had mixed comments on their current staffing levels. While some commented that they generally have enough staff for the current enrollment, others highlighted that the current staffing level is insufficient for properly supporting children with disabilities or children with specific needs. If enrollment expands, they would require more staff.	• Additional staff support will be required to accommodate future enrollment expansion
The operations team generally has sufficient field staff with recent hiring, but insufficient office support staff which results in managers taking on additional full-time roles. For example, the operations team indicated they require additional office staff for GIS, asset management, safety coordination, and project management. These are all essential roles of a municipality's operations.	• Additional office support staff
The operations team indicated it would be helpful to have additional maintenance staff with electrical, plumbing, and carpentry skills, especially with the numerous building issues now arising due to low funding for maintenance of buildings in recent years. At present, the maintenance team hires contractors for specific jobs when specific electrical, plumbing, or carpentry skills are needed.	• Need for internal facility maintenance staff
The fitness and aquatics team noted that their office staffing level is sufficient but they do not have enough lifeguards, particularly for last minute shift openings when staff are sick.	• Need for lifeguards in the event of staff coverage
The community outreach team suggested more outreach programming staff would be helpful to improve programming offerings.	• Addition outreach programming staff

1.3 DESIGN STANDARDS BASED ON ENGAGEMENT RESULTS

Taking the results of the engagement workshops, the following section will expand on design guidelines and standards that best suit the workspace needs of the staff which can assist in the alleviation of space pressures through the application of varying workstation types.

More specifically in understanding that some staff positions and their attendance may not always be full time and that some may work remote, partial, and or do not require full workstations - the section references standards that can assist in the accommodation of the varying staff levels and their functionalities.

The Government of Canada workplace standards, as discussed in the following section, will provide a more comprehensive approach to hotelling type spaces and guidance in the application of Activity-Based Workspace which is suitable in the case of the Municipality of Jasper's current working conditions.

PRIMARY OPEN
INDIVIDUAL



PRIMARY OPEN
INDIVIDUAL



PRIMARY ENCLOSED
INDIVIDUAL



ENCLOSED
COLLABORATIVE



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2.0

**DESIGN
GUIDELINES +
STANDARDS**

2.1 DESIGN STANDARDS

As part of the service delivery and analysis, each building has been assessed for staffing levels, functionality, and technical condition. Scenario recommendations are provided for each building.

Alberta Infrastructure

Government of Alberta standards for office standards are currently based on the 2016 update to the standard. This standard includes a target density of 18 $\text{m}^2/\text{occupant}$ (usable square meters per occupant). This area includes the support spaces, such as meeting and kitchen facilities and hoteling spaces for occasional occupants. This does not include special spaces that are not specifically linked to office accommodation. Circulation within the office space is also included in this allocation but base building items as defined by BOMA - which is industry standard for measuring net and gross building areas - are excluded from this density calculation. This standard supports flexibility but is specific to the areas for people based on their position and associated functions.

Federal Government of Canada

GC Workplace standards for office standards are more current than the Provincial standard and is based on the 2022 update to the standard. This standard includes a target density of 11 $\text{m}^2/\text{occupant}$ (usable square meters per occupant). However, in contrast to the Provincial standard, this standard treats hoteling spaces as occupants rather than as part of the area calculation. This means that staff who would work primarily from home would still be included in the calculation, taking into account the intermittent use of the space. This standard more comprehensively targets an Activity-Based Workplace model and has also responded to a post-Covid-19 office that can respond to a similar crisis. Beyond the office spaces, special spaces are treated on a case-by-case basis and all buildings are currently targeting Zero Carbon standards and CSA B651-23 for sustainability and accessibility, respectively.

Alberta Government Workspace Standards

Free Agent Staff (Hoteling Staff)	2.5 m^2 (Open)
Open Rover Staff Staff (eg. foreman)	5.0 m^2 (Open)
Resident Staff	6.7 m^2 (Open)
Senior Manager/Director	10 m^2 (Open)
Executive Director	14.2 m^2 (Open or Closed)
Assistant Deputy Minister	20.9 m^2 (Closed)
Deputy Minister Deputy Ministers and equivalents	28.4 m^2 (Closed)

Source:
<http://www.infrastructure.alberta.ca/Content/docType486/Production/AccessComStds.pdf>

GC Workplace Standards (sampling)

Workpod	2.5 m^2 (Open)
Workstation (majority of personal storage in locker area)	3.5 m^2 (Open)
Focus Room (shared)	7.5 m^2 (Closed)
Huddle Room (shared)	5.0 m^2 (Open)
Lockers (per FTE)	0.5 m^2
Teaming and Lounge Areas	Varies
Ministerial Dedicated Office	29 m^2 (Closed)

Source:
<https://www.tpsgc-pwgsc.gc.ca/biens-property/mt-wp/mt-wp-eng.html>

2.2 DESIGN FOR WORKPLACES

Workstation Standards

Staff workstations can be considered under five general categories according to the table below. The recommended space allocations are based on adapting the GC Workplace standard.

Workstation Type	Recommended Space Allocations	
Open Workstation, Assigned Workstations assigned to individual staff members, located in a large open space, often clustered in groups and workstations separated into cubicles. Meetings requiring privacy are held in breakout or meeting rooms.	5.0 - 6.7m² (72ft ²)	
Open Workstation, Hoteling Workstations shared by staff who occupy their desks less than 50% of the time and do not require regular storage of supplies, located in a large open space, often clustered in groups and workstations separated into cubicles. Meetings requiring privacy are held in breakout or meeting rooms.	2.5m² (27ft ²)	
Enclosed Office, Assigned or Hoteling Workstation is located in an enclosed room and assigned to a specific staff member. This workstation is typically for staff occupying their office greater than 50% of the time and who require privacy, noise mitigation for regular conversation, or have director or management roles.	7.5m² (81ft ²)	
Managerial Office, Assigned These spaces will often include the workstation used by the occupant and a small huddle area. Where possible, splitting the space into a smaller enclosed office with an adjacent breakout room should be considered.	10m² - 29m² (108ft ² - 312ft ²)	
Special Purpose Workstation Workstation serves a specialized purpose, such as a reception area or construction work bench.	Varies	

All workstations should have natural light, whether indirectly through a naturally-lit common corridor or preferably directly with exterior windows. Where this is not possible, staff with workstations in offices without natural lighting should have access to meeting rooms with natural lighting that they can access regularly to work or hold meetings. All workstations should be outfitted with access to power outlets, ergonomic chairs and tables, and sufficient desk space.

Activity-Based Working

Activity-based working is a design modality where layouts are customized for the specific needs of the departments and bespoke for the spaces they are intended to occupy. This technique uses hybrid spaces to enhance efficiency and productivity. The design should balance the needs of the user today, with flexibility built-in to accommodate future growth or adjustments to your team's working style.

Rather than providing traditional, dedicated spaces for staff, a combination of dedicated stations and hot desking is recommended.

Tech-Enabled Solutions

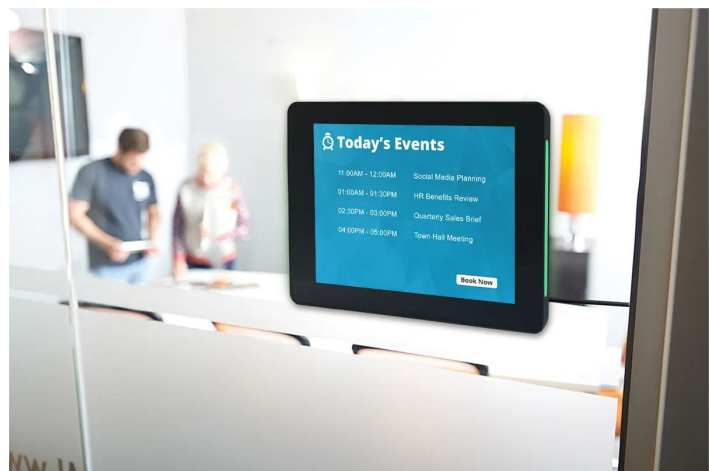
When a more formalized approach to booking meeting rooms is required to suit the team's working style, particularly if multiple departments are sharing a space, an automated booking system can be implemented. These systems are user-friendly and offer real-time information on the status of busy meeting rooms.



Amii event and collaboration space



Amii event and collaboration space



Source: visix.com/meeting-room-signs/

When implementing Activity Based Working to suit your specific team's needs, it is important to think about different space modalities. We call these modalities the 'three Cs', namely, Chatter Space, Collaboration Space and Concentration Space. Any space in a working environment can be categorized into one of these groups.

Each of the three space types has its own unique requirements. Differences in accessibility, acoustics (noise level), lighting and layout are all considerations. Careful design of adjacencies between the different zones can promote cross-pollination, support acoustic strategies, and make the best use of available space.

Chatter: These areas are the modern equivalent of the water cooler. Fun, lively, and informal, these are the places where people can bump into on another and strike up casual conversations. By keeping the mood light, these areas encourage team building and provide opportunities for collaboration and cross-pollination between teams. They offer a connected atmosphere.

Collaboration: These casual meeting areas are a place for both formal and informal meetings. Whether your team is getting together for a quick 15 minutes meeting or a longer brainstorming session, these breakaway spaces are comfortable and easily accessible, giving enough privacy for a group conversation without feeling closed off.

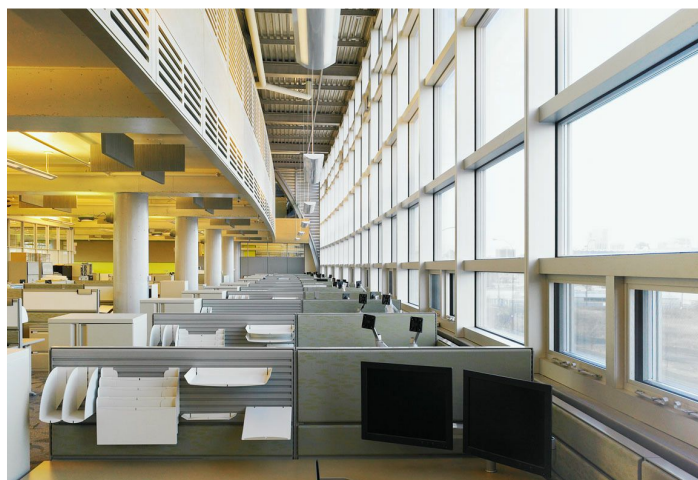
Concentration: These are the quiet areas where employees can find peace and privacy. Depending on your workflow, these spaces can range from use-as-needed hot desks, to assigned seating, or a combination of the two. Whatever the arrangement, concentration areas allow you to focus and get work done.



Amii event and collaboration space: Café



Skills Society Action Lab: Collab space



City of Calgary Water Centre: Workstations

Hot Desking

Hot desking is a flexible workplace arrangement where team members do not have assigned seats. Staff can choose from a selection of readily-available (or bookable) fully-outfitted workstations. This approach can encourage community and collaboration.

Hot desking is pragmatic when team members work in a hybrid work arrangement, working remotely or on site on some days, and in the workplace on others. Given the information collected at engagement sessions with the various departments, this seems to be the case for a lot of employees. Hot desking can significantly reduce the amount of space required for dedicated workstations, allowing organizations to optimise space utilization, reducing the need for large fixed offices or cubicles, in favor of banks of fully equipped, plug-and-play workstations.

In organizations, with varied working styles, a combination of hot desking and traditional assigned seating can be implemented.

A recent success with hot desking was the Amii Event and Collaboration Hub, completed in 2022 in Edmonton. Pods or 'banks' of desking were designed, each with its own storage for teams and collaborative whiteboard wall. This flexible strategy has successfully facilitated rotating groups of users in amii's space. Each station is outfitted with a height adjustable desk, an ergonomic chair, and an adjustable plug-and-play monitor system.

When users are looking for a more quiet place to work, meet, or have a zoom meeting, these soundproof pods can be used. There has been an increase in the use of these types of meeting spaces with the advent of a post-covid hybrid working methodology.



Amii event and collaboration space



Amii event and collaboration space

2.3 DESIGN FOR PEOPLE AND THE ENVIRONMENT

Wayfinding

Wayfinding can be effectively designed to incorporate brand identity, or capture a story to help navigate. In the adjacent examples, nature themes were used to help identify and beautify spaces. When you use colour, as well as varying shapes identifying these paths, you have a more accessible result for people with vision impairments. Other considerations for wayfinding include:

- **Ease of Navigation** Multiple groups have flagged that the municipality's organizational structure has been confusing for the public to navigate. There is no current strategy to visually link the various buildings used by the municipality. The development of a common wayfinding strategy for an organization that spans over several buildings is highly important. It ensures that all locations provide a consistent experience for staff and visitors.
- **Safety and Accessibility:** Clear, effective wayfinding is essential in an emergency situation. People can easily identify exits, emergency equipment, and assembly points. This helps reduce panic and confusion during a crisis. Accessibility standards are ever evolving, increasing user experience and inclusivity for people of all abilities. It is imperative that any new wayfinding strategy be designed to comply and exceed current design standards.
- **Adaptability:** The strategy should be able to be adapted for use in new spaces, which is more efficient than starting from scratch each time. The wayfinding strategy should also account for potential future growth, helping to facilitate the integration of new or expanded sites into the existing framework.
- **Clear Communication:** An effective wayfinding strategy will include the development of a consistent scheme that can be used in multiple locations. Colour, as well as other identifying cues can be effectively included into the strategy.



Source:
<https://www.behance.net/gallery/2434201/Hamilton-Wood-Type-Museum-Wayfinding>



Source:
[behance.net/gallery/151615/The-Children-Hospital-Wayfinding-System](https://www.behance.net/gallery/151615/The-Children-Hospital-Wayfinding-System)

Accessibility and Inclusion

For future upgrades, certification in or designing according to the Rick Hansen Foundation Accessibility Certification (RHFAC) program is beneficial. Applying the RHFAC model to understanding the buildings applies the CSA B651-23 standard for design which exceeds codes for accessibility and inclusion for spaces. As many of these spaces are public facing, the benefits of improving accessibility will create a much more inclusive environment for all abilities, and provides additional benefits for others, such as parents visiting with a stroller or those who are temporarily injured. The RHFAC Rating Survey looks at accessibility from the 10 categories listed below:

- Vehicular Access
- Exterior Approach and Entrance
- Interior Circulation
- Interior Services and Environment
- Sanitary Facilities
- Wayfinding and Signage
- Emergency Systems
- Additional Use of Space
- Residential Units (not applicable)
- Trails and Pathways
- Mind-Friendly Environments
- Technology & Innovation

Details on the application of each of these categories can be found through the Rick Hansen Foundation and provides a comprehensive standard for this development. For the purposes of this evaluation, attention has been given to areas where accessibility is not fully provided, but a comprehensive evaluation of each facility has not been completed.



Source: <https://www.rickhansen.com/sites/default/files/2024-01/rhfacratingsurveyv40january2024.pdf>

Sustainability

In the face of climate change and resource depletion, there is an urgent need to upgrade and construct buildings that live lightly on the land and positively contribute to the well-being of the planet. Therefore, exploring systems such as LEED® certification or Zero Carbon Building (ZCB) standard will create a more environmentally and economically sustainable building portfolio. In addition to LEED® and ZCB certification, programs such as Well, Passive House, Petal Certification, Living Building Challenge, and BOMA Best are available as methods of designing to higher levels of sustainability with different areas of focus in each one. In doing this, the Municipality can consider decisions for building changes and upgrades through various lenses, including:

- Considering ecological systems and climate patterns;
- Sourcing natural and sustainable materials;
- Prioritizing using local materials and labour;
- Analyzing building envelopes for energy efficiency;
- Considering natural ventilation, solar orientation, and water management;
- Incorporating biophilic design principles;
- Choosing designs that minimize operational and maintenance costs;
- Providing educational opportunities and community engagement; and
- Advocating for sustainability and innovation in the community as a whole.

Reusing and maintaining community infrastructure will immediately create a more sustainable outcome as this prevents the deterioration of these facilities to reduce waste and energy consumption. While the sustainability policies outlined in the Jasper Community Sustainability Plan reference new construction meeting LEED® Silver certification, upgrades over time can incorporate these and other standards so the sustainability of existing buildings is continually improved.

Resilience

The additional benefit of many sustainable design elements is added community and facility resilience. Targeting zero carbon buildings and reducing overall energy consumption allows for buildings to function with limited utility access in critical situations so these facilities can continue to operate during storms or other natural disasters.



2.4 STANDARDS RECOMMENDATIONS

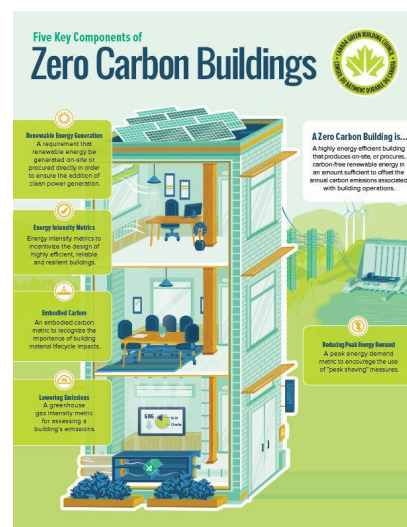
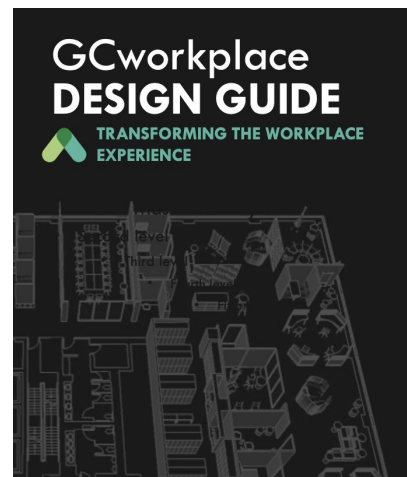
Outline Design Standards

The following design standards are used as the basis for determining the future development scenarios. Some of these relate to the space requirements for staff and other programs while others concern other aspects of the building.

Recommended Workplace Standards: We recommend the following the federal GC Workplace 2.0 standard as a guideline for the purposes of strategic planning of new workspaces for the Municipality of Jasper. This standard is used for federal offices and would be applied to the Parks Canada offices within the town, and referencing a similar standard will allow for offices that may transfer to the Municipality to be similar. While many of the changes being considered in this study are smaller strategic ones, the standard can be applied where feasible. This standard represents a future goal for larger office areas and between now and when all spaces would be adapted to this type of model, a hybrid will occur.

Accessibility and Inclusion: It is recommended that the Municipality of Jasper use the Rick Hansen Foundation Accessibility Certification (RHFAC) program to develop a closer understanding of the successes and challenges associated with accessibility and inclusion in these facilities. This may include a full assessment of each space using the RHFAC system, but can be limited to requiring future renovations and modernizations of Municipal facilities include reference to this standard and design to the CSA B651-23 standard.

Sustainability: The current policies include using LEED® Silver certification as the standard for new buildings. Standards for existing buildings can be applied which align with funding programs such as some federal programs which use RETScreen analysis, where existing buildings are to target a percentage of improvement be demonstrated. However, it is suggested that a target of having all Municipal facilities move toward a zero carbon standard would be appropriate and will contribute to the environmental and financial sustainability of Municipal facilities as well as the overall resilience of the community through reduced reliance on utility infrastructure.



3.0

**CLIMATE RISK
MANAGEMENT +
EMERGENCY
PREPAREDNESS**

3.0 Climate Risk Management and Emergency Preparedness

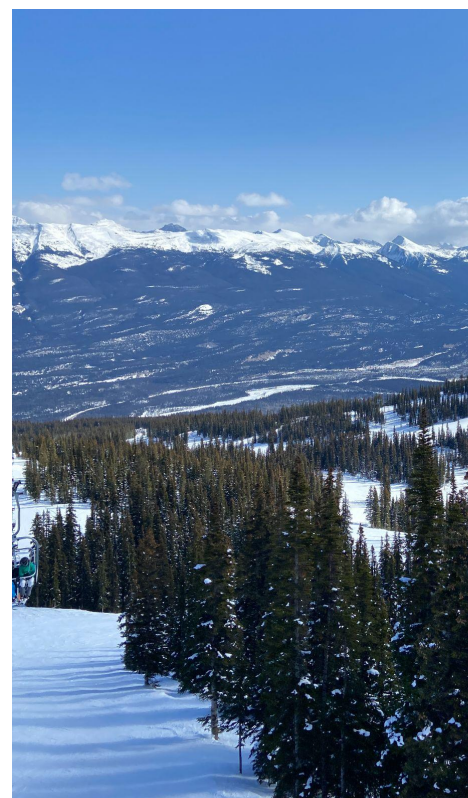
3.1 CLIMATE RISK ASSESSMENT

The intent of this Climate Risk Assessment is to identify mitigation strategies to address current and future climate-influenced risks for municipal facilities within the town of Jasper. This assessment referenced the below project documents and resources. It is also supplemented by literature review; where relevant references are indicated.

- Climate Risk Assessment Report | Municipality of Jasper, *Prairie Adaptation Research Collaborative and Associated Engineering*, 2024
- Climate Atlas of Canada (<https://climateatlas.ca/data/city/210>)
- Climate Data (<https://climatedata.ca>)

This assessment considers the climate risks during the current operation of these facilities, as well as the risks that could be experienced during periods of maintenance, repairs, and upgrade. To accomplish these objectives, the assessment employs the methodology highlighted in the referenced Climate Risk Assessment Report, developed by the Prairie Adaptation Research Collaborative and Associated Engineering for the Municipality of Jasper.

The process identified the impact or consequence of potential climate hazards and analysed the likelihood of each hazard by frequency of occurrence. This aims to illustrate a prioritised plan for facility upgrades that would provide better resilience against the climate risks of the future. Please see [Appendix E](#) for the full Climate Resilience Study and related Impact Matrix.



Identified Mitigation Strategies for Notable Risks

The mitigation measures on the following pages summarize the identified adoption measure as part of this study for the Municipality, based on the analysis of the its facilities in relation to the projected climate-related risks, and the impacts of such events:

The Spread of Wildfire:

- Reduce the combustibility of building envelope materials
- Create defensible space around buildings
- Integrate fire-resistant landscaping practices
- Install fire-resistant fencing and barriers
- Review the pedestrian and vehicular circulation patterns Incorporating fire-safe construction techniques
- Educate residents and property owners about fire safety measures
- Ensure easy access for fire department personnel

Increased Demand on HVAC due to Wildfire Smoke:

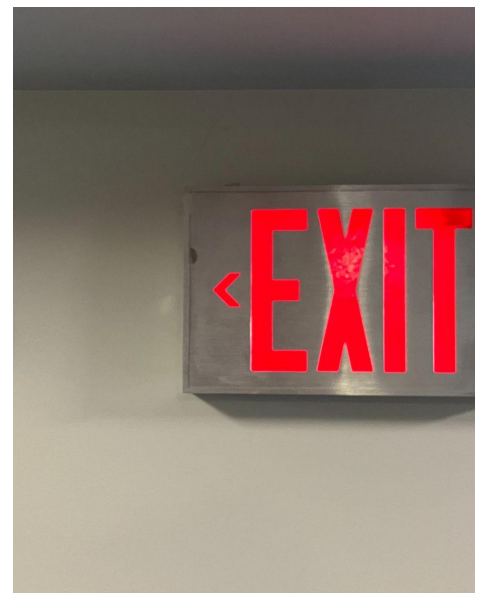
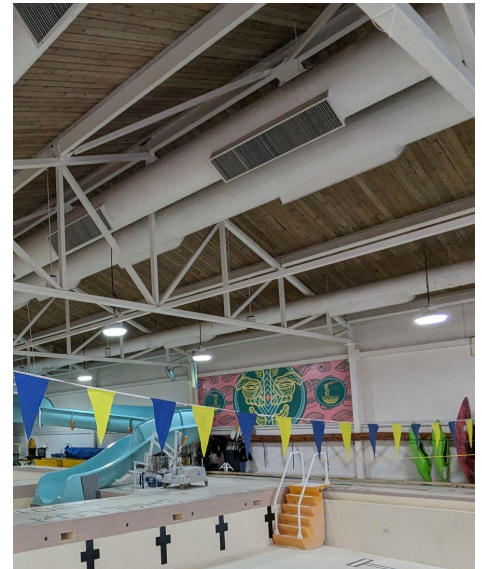
- Implement positive pressure systems in key buildings
- Seal any gaps or leaks in the HVAC system
- In areas where HVAC upgrades are not feasible or cost-effective, install standalone air purifiers
- Regularly inspect and maintain HVAC systems
- Develop and implement protocols for safely shutting down HVAC systems during severe wildfire events

Increased Demand for Cooling in Buildings:

- Improve building envelope insulation and install new windows to reduce heat gain and minimize the load on cooling systems
- Install or upgrade to high-efficiency air conditioning units and heat pumps
- Incorporate passive cooling strategies such as natural ventilation and windows shading devices
- Use reflective roofing materials with thermal emittance properties to minimize solar heat gain
- Implement air quality management strategies to maintain indoor air quality
- Integrate energy recovery ventilation (ERV) systems to recover and reuse energy from exhaust air streams

Increased Electrical and Grid Demand:

- Increase the deployment of renewable energy sources, such as solar, to diversify the energy mix
- Deploy energy storage technologies, such as batteries, to store excess electricity
- Implement energy-efficient practices and technologies to reduce electricity consumption
- Participate in demand response programs that incentivize consumers to reduce electricity use during peak demand
- Invest in smart grid technologies, such as advanced metering infrastructure (AMI),



Need of Community Buildings as Muster Points:

- Install backup power generators or battery systems to ensure continuous operation of critical building systems
- Equip the building with first aid stations, medical supplies, and emergency medical equipment to provide immediate assistance
- Designate areas within the building as shelter and rest areas where occupants can seek refuge and receive support
- Ensure available emergency food and water supplies to sustain occupants during extended stays at the muster point
- Clearly mark evacuation routes and muster points within the building
- Upgrade building security systems, including surveillance cameras, access control systems, and emergency lighting
- Collaborate with local emergency services agencies to coordinate emergency response plans and conduct regular training sessions

Town Access and Response in Emergency Event:

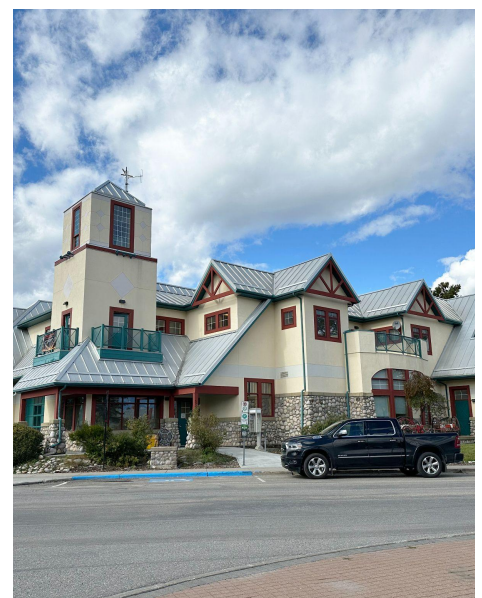
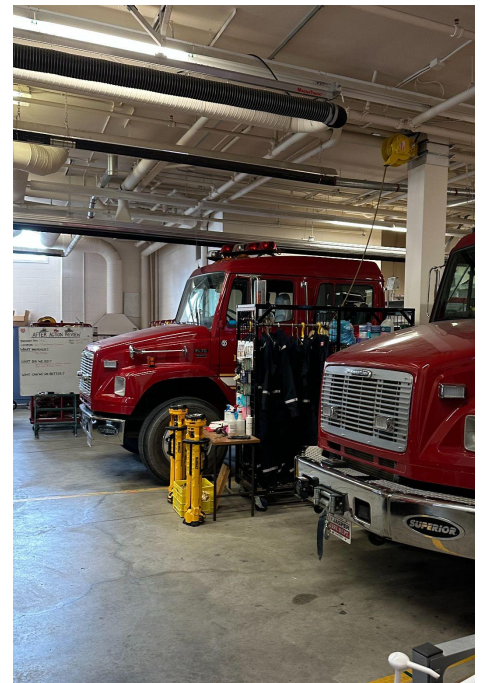
- Develop comprehensive emergency response plans that address various scenarios
- Implement early warning systems to notify residents and visitors of impending emergencies and evacuation orders
- Identify and designate safe locations within the town where residents can shelter in place during emergencies
- Strengthen critical infrastructure, such as bridges, roads, and utility systems, to withstand extreme events
- Develop plans and protocols to ensure the continuity of essential services, such as healthcare, public safety, utilities, and transportation, during emergencies.
- Relocate Bylaw Services to a more central location or on the other side of the train tracks.

Availability of Clean Water:

- Implement water conservation measures and public awareness
- Diversify the town's water sources by developing alternative water supplies.
- Enhance water storage capacity.
- Strengthen water infrastructure to withstand extreme weather events
- Develop integrated water management plans.

Ice Damage and Dangers:

- Consider infrastructure upgrades to enhance resilience to ice storms and reduce the risk of damage
- Regularly inspect and maintain roofs, gutters, and downspouts
- Trim tree branches that overhang roofs and power lines to prevent them from breaking
- Apply de-icing agents or anti-icing coatings to exterior surfaces
- Implement stormwater management practices to reduce runoff and minimize the risk of flooding and ice accumulation
- Collaborate with utility companies to assess and address vulnerabilities in critical systems that may be impacted by freezing rain and ice accumulation



4.0

**BUILDING
SUMMARIES +
RECOMMENDATIONS**

4.1

OVERVIEW OF BUILDINGS

This section provides an overview of the functional and conditional assessments of the buildings in review. Each building highlights immediate concerns observed by the consultant team through visual review, previous reports, and town representative input and are provided with a corresponding recommendation.

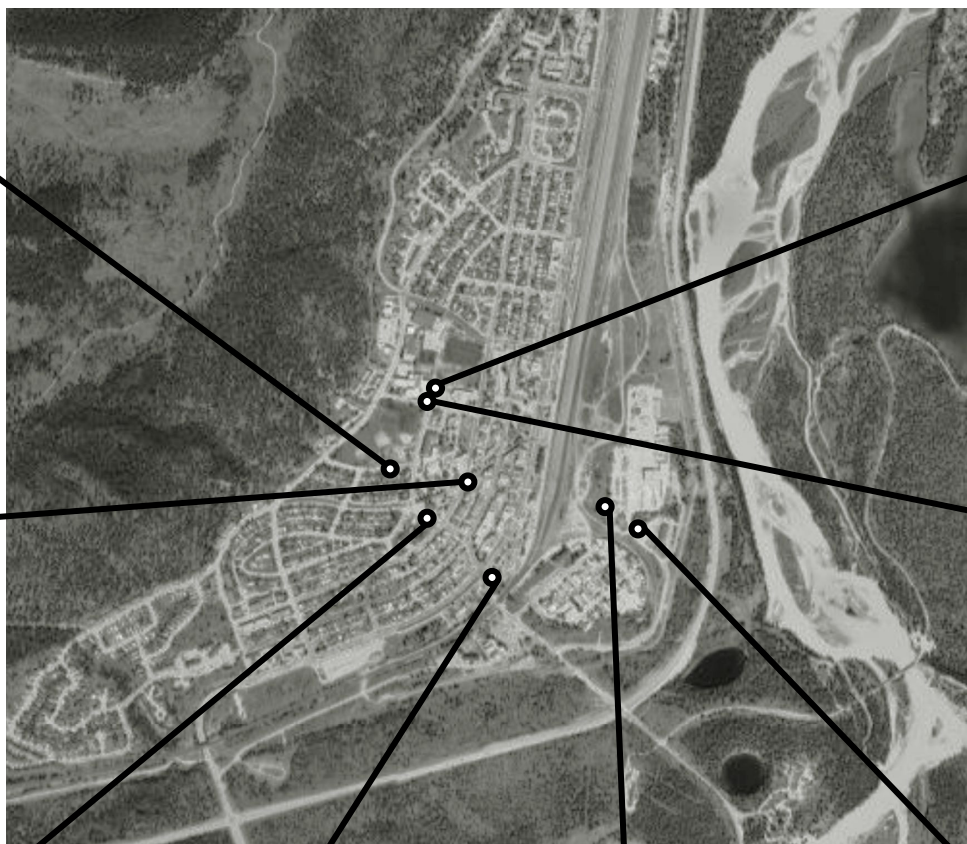
Eight buildings are in-scope, and their approximate locations have been noted on the map below.



Log Cabin
520 Turret Street



Library and Cultural Centre
500 Robson Street



Activity Centre and Arena
303 Bonhomme Street



Fitness and Aquatic Centre
305 Bonhomme Street



Emergency Services Building
518 Geike Street



Community Development Offices
627 Patricia Street



Bylaw Enforcement Services Compound
2 Compound Road



Operations and Utility Shop
3 Compound Road

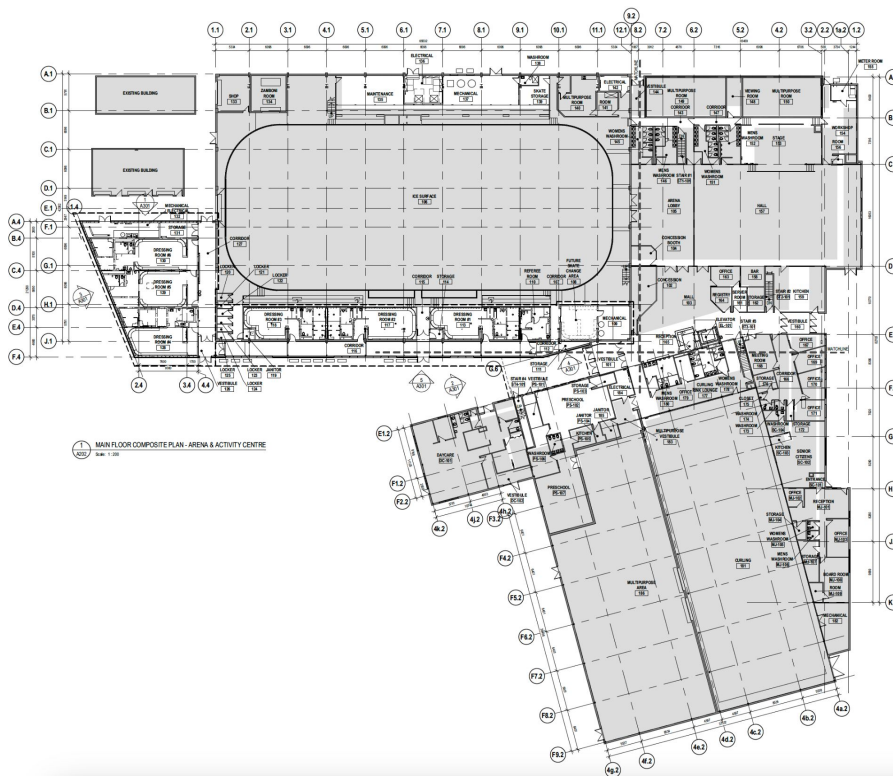


4.2 ACTIVITY CENTRE + ARENA

BUILDING OVERVIEW

The activity centre consists of a preschool, daycare, kitchen, two multipurpose areas (one previously used as the curling rink) and support spaces including storage rooms, washrooms, and electrical room.

The two storey arena located north of the activity centre has a basement that houses a daycare, dance studio, and multipurpose rooms. The main floor consists of a lobby, concession, reception, ice sheet, change rooms, multipurpose rooms, and support spaces such as utilities room, zamboni room, a shop, washrooms, and cafeteria area.



Activity Centre Main Floor Plan

LOCATION:

303 Bonhomme Street

DATE BUILT:

1961 + 1977

DATE RENOVATED:

Various

HISTORICAL DATA:

The arena was originally built as an outdoor rink and enclosed in 1961.

The activity centre was then built as an addition in 1977.





OVERALL BUILDING CONDITION SUMMARIES

NOTE: During the review, a planned renovation was underway. As such, some of the elements below may be out of date or reduced to smaller areas of the building.

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL & INTERIORS There is general deterioration of interior finishes around the entire space though particularly more evident in the multipurpose space that can benefit from an upgrade in finishes for a refreshed look as well as to assist with programming. This space and the basement classrooms could benefit from daylight access. Finally, the operable door in the multifunctional space could benefit from regular maintenance.	● PATHS OF EXIT: Millwork / cubbies are obstructing an exit door in the child care space. Ensure path to exit doors are free from objects. ● CEILING LEAK: Some ceilings are showing signs of water deterioration; assess source of leak. ● GENERAL MAINTENANCE: General routine maintenance such as ensuring exiting mechanisms and strategies including devices, hardware, doors, and signage are functional is needed.
BUILDING ENVELOPE The exterior finishes are generally in good condition with some areas showing material deterioration including CMU, stucco, wood cladding. There are some exterior doors showing heavy material deterioration and will need to be replaced. Openings and envelope penetrations did not have proper seals, presenting concerns related to heat loss, thermal comfort, material deterioration, and condensation.	● REPLACE EXTERIOR DOORS: Replace exterior doors showing heavy material deterioration. ● PROPER SEALS: Seal/caulk around penetrations that have large gaps
MECHANICAL As the space is currently under renovations, it is unclear without viewing the current equipment outside of the scope of the current renovation to know the exact condition of the equipment not affected. However, if no work has been done, many of the rooftop units will have 3-4 years of service remaining and will likely contain refrigerant not readily available. As the space is also being used as refuge in emergency situations, air systems require further studies to ensure its preparedness in the case of an emergency.	● REPLACEMENT/MONITORING OF ROOFTOP UNITS: Units requiring unique refrigerant is often not readily available and so to be prepared in the case some units have lost refrigerant ● EMERGENCY AIR SYSTEM DESIGN: Further investigation of the existing air system and if any additional requirements are needed in the interest of emergency preparedness.

SUMMARY DESCRIPTION

ELECTRICAL

The electrical equipment appears to be in good condition however well into their lifecycle. Outlets, receptacles, panels, and other electrical equipment throughout the building have experienced minor damages due to age.

STRUCTURAL

The structure appears to be performing as intended. Some damage was observed on the exterior pilasters of the building showing rebar.

CIVIL

The existing site is in fair condition given the life stage of the infrastructure. Some sidewalks are cracking and nearing the end of its life, a new transformer was installed outside, the paving stones have settled, and it was noted that there is water ponding during snow melts in the courtyard area near the green shed.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **AGING ELECTRICAL EQUIPMENT:** Regular maintenance routine and replace equipment as needed. This may include replacing receptacles periodically as areas are renovated or as a lifecycle replacement measure.
- **MINOR REPAIRS:** Repair minor damages on exterior pilasters and continue regular maintenance.
- **REMOVE AND REPLACE SIDEWALKS:** The current condition of the sidewalk appear to be ready for a full replacement.
- **REGRADE FOR POSITIVE DRAINAGE:** Regrade for positive drainage away from the new transformer and the settling paving stones.
- **CONDUCT TOPOGRAPHICAL SURVEY:** It was noted that there is no way for snowmelt to drain in the courtyard; it is recommended that a topographical survey is conducted around this area to find opportunities for drainage.



FUNCTIONAL ASSESSMENT

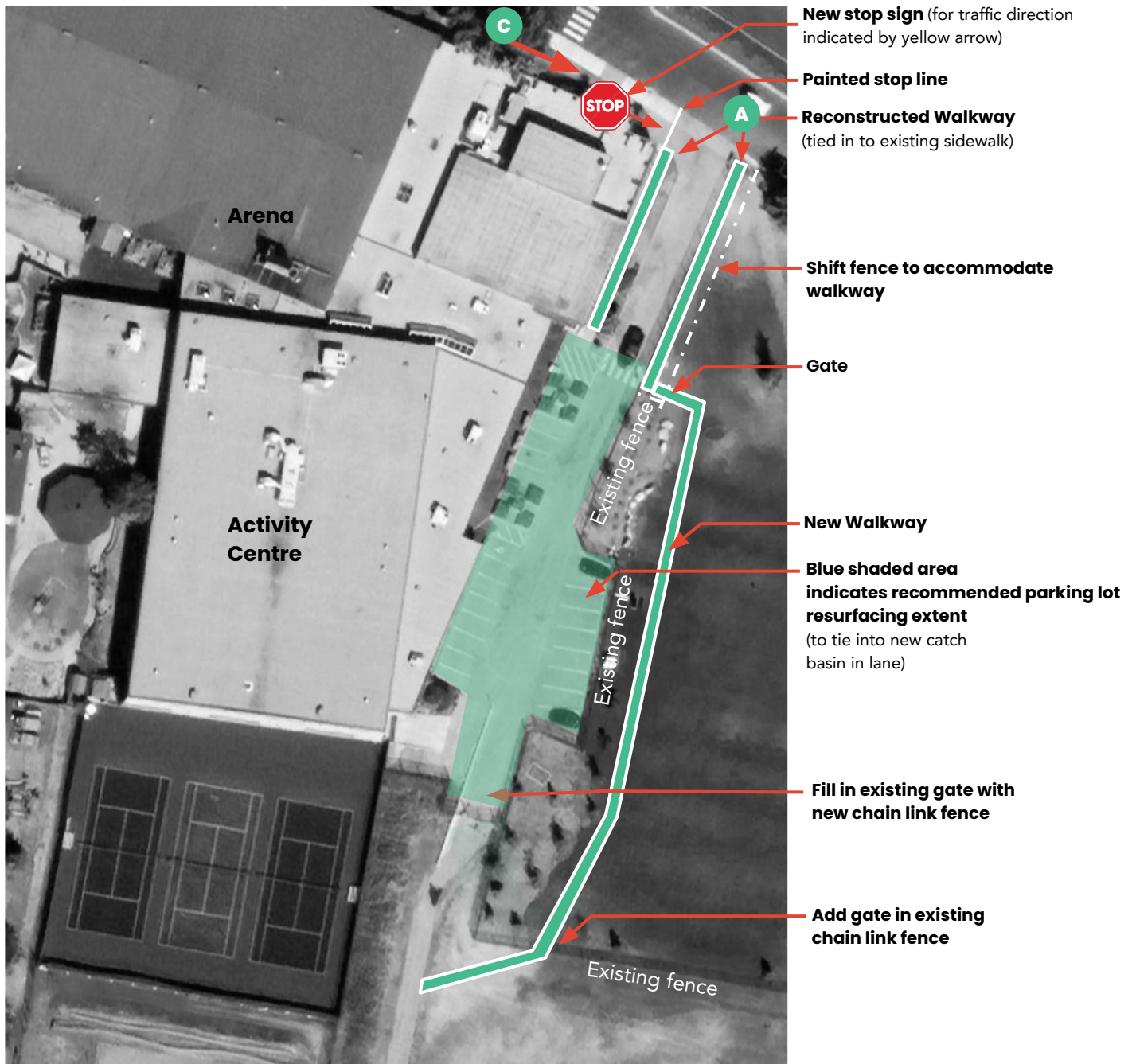
The Activity Centre & Arena is a well-used facility and is beloved by the community. Overall, there are many aspects of the space that are functionally successful such as the finance front desk working well, proximity of some team members, and that the facility offers spaces that are suitable for many programs. The below chart is an overview of what we heard during the engagement sessions are not working along with recommendations for improvement.

What Isn't Working?	Potential Opportunities
Excessive Rear Entrance Traffic Rear entrance being used, resulting in a lot of foot traffic through a damaged asphalt parking lot.	A Reconfigure rear walkway and parking The rear walkway and parking are a significant safety concern, including the pedestrian pathway, lack of lighting, and poor drainage.
Lack of Sidewalks Parking lot is overused and no sidewalks are present . Poses a safety risk.	Add sidewalks to accommodate parking lot To help reduce the safety risk of users and guest collision in the parking lot, an addition of sidewalk would provide a designated pathway away from moving vehicles.
More Storage - No file storage for legislative - Lack of sufficient file storage	B Daycare storage Add a storage room for the daycare in the gymnastics gymnasium adjacent to its existing space.
Access to IT Room IT located in basement is inaccessible to staff.	Relocation of IT Room Conduct a more detailed study to better understand the existing infrastructure for its relocation.
Accessibility Certain areas in building are currently not accessible to all.	Rick Hansen Accessibility Review An accessibility review will need to be conducted to address this issue. Reimagine can provide the Rick Hansen Accessibility Review.

What Isn't Working?	Potential Opportunities
Wayfinding • Space not identifiable as town hall • Public often comes to this location for legislative services and bylaws and need to be redirected. • Isolated from downtown community development.	C Wayfinding strategy An improved wayfinding strategy including interior and exterior directional and locational signage will help the numerous tenants be easily located for improved customer access.
Efficient Spacing Finance doesn't have much space for visitors	Reconfigure Existing Space to Accomodate a Visitor Space An improved wayfinding strategy including interior and exterior directional and locational signage will help the numerous tenants be easily located for improved customer access.
Daylighting Lack of natural light in the basement spaces (that are highly used)	Reprogram and/or Daylight Strategy Without coring through the existing exterior wall and with design, there is opportunity to reorganize programming to the main floor. If this condition is limited, there is opportunity around the building for a new addition.
Under-Utilized Seniors Space Area is in a prime location for administration office expansion.	D Review utilization of seniors centre and gymnastics gymnasium The utilization of the seniors centre and gymnastics gymnasium appears to be low which is a concern in a high-demand facility in a community with limited recreational spaces. The spaces should be better shared with other parties to maximize the building's usefulness. In order to understand the utilization of these spaces, a workshop should be held.



This sketch shows modifications to walkways and fencing to accommodate new directional path. This sketch shows modifications to walkways and fencing to accommodate new directional path. This sketch shows modifications to walkways and fencing to accommodate new directional path.





◀ Diagram indicating suggested location of additional storage space for daycare in Activity Centre within the gymnasium

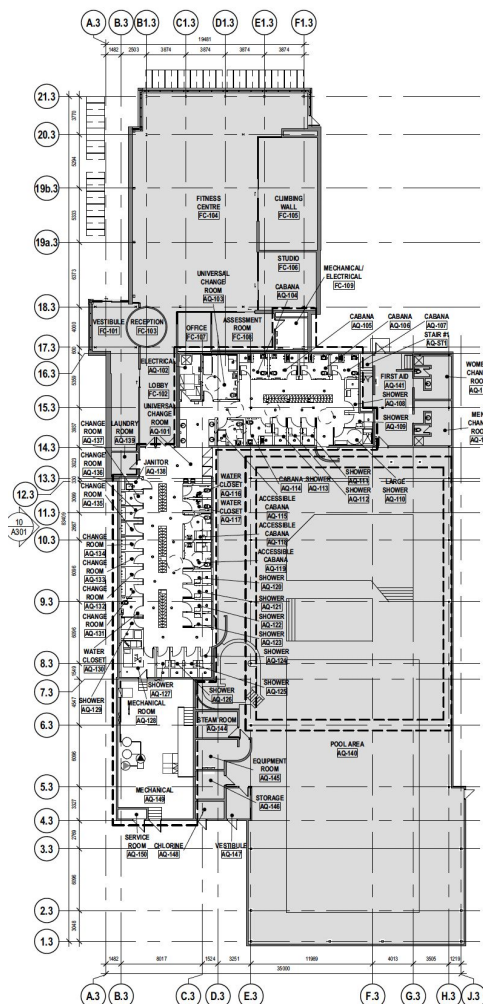


4.3

FITNESS + AQUATIC CENTRE

BUILDING OVERVIEW

The fitness and aquatic centre is majorly occupied by a main pool area, a fitness centre, the climbing wall area and the future universal change rooms that consist of individual change rooms, showers, and cabanas. Other supporting programming include the reception area, lobby area, an office, a first aid station and a studio. The building includes support spaces such as utility rooms, equipment rooms, storage rooms, and a laundry room.



Fitness and Aquatic Centre Main Floor Plan

LOCATION:

305 Bonhomme Street

DATE BUILT:

1956 + 2011

DATE RENOVATED:

1989

HISTORICAL DATA:

The pool was originally built as an outdoor pool in 1956 and was enclosed in 1989. The fitness centre addition was built in 2011.





OVERALL BUILDING CONDITION SUMMARIES

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL & INTERIORS The interior finishes in the aquatics centre appear to generally be in fair condition but are near the end of their useful life cycle. The wood panelling near the hot tub and change rooms shows wear and damage likely from the humidity and harsh chemicals used in the pool area. Previous assessments of the facility indicated that some of the feature equipment, like the slide, is in need of replacement.	• REFINISH: Finishes in the aquatic area as well as floor tiling and wood paneling can be upgraded to modernize and arrest deterioration. • FEATURE SLIDE REPLACEMENT: In the case that this is not part of the current renovation, it is recommended that the slide and other feature equipment that pose health and safety risks be repaired soon.
BUILDING ENVELOPE The south-west entry/exit door is missing proper threshold, weather stripping and the door appears to be twisted and does not close properly. As per the building operator, this door is drafty and creates a significant ice build up in the winter. The location is at the connection between the existing building and fitness center expansion was reported to have a cold draft during the winter however was unavailable for review at this time.	• REPLACE EXTERIOR DOORS: Doors that contribute to any air leakage and are mechanically not functioning are recommended to be replaced. • FURTHER SITE REVIEW:: Additional site review recommended to study source of cold draft.
MECHANICAL While it appears that the current renovation is addressing some of the concerns reported, the pool area ventilation is not being addressed. The 2021 and 2022 WSP reports indicate that the radiation and associated piping have experienced corrosion from chlorine accumulation, and it appears this replacement has also been deferred. The reports also suggested concerns around the scrubbers and higher exhaust rates in chemical rooms which do not appear to be addressed in the current renovation.	• CORROSION REMEDIATION: The radiators and piping damaged by corrosion should be replaced.

SUMMARY DESCRIPTION

ELECTRICAL

Electrical equipment in the main floor mechanical room has experienced corrosion and is in need of replacement within the next 5 years. Electrical equipment in the fitness center is in good condition and does not appear to be in need of any repair or replacement.

STRUCTURAL

The pool structure has condition issues and could be considered towards the end of its lifespan, given the date of construction. Overall it appears without significant investment in updated mechanical systems, the structure is at risk of decreased life-span of the structure, as well as potentially become a safety issue due to deteriorated conditions.

CIVIL

The 150mm water service installation at the south end of the building was ongoing at the time of the site visit. The existing hydrant and control valve were exposed during trenching, along with the existing 1050mm storm main. The exposed existing infrastructure did not have bracing systems in place to support their weight.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **CORRODING EQUIPMENT:** Replace corroding equipment. The corroded bonding wires below the pool deck must also be replaced.
- **POOL AREA VENTILATION:** A high level analysis of visible structure on site and prior reports indicates that some of the building structure is corroded due to poor mechanical ventilation of the pool area including chlorine accumulation. Further analysis is required to determine if there are life safety concerns with the condition of the structure. Without improvements in the mechanical ventilation, the life span of the structure will be significantly reduced.
- **ADEQUATE BRACING:** Adequate bracing is strongly recommended to avoid settlement of gravity pipes, shifting of pipe and valve component and operational issues of the utilities post-construction. It is recommended that trench backfill be monitored to ensure well-graded, acceptable fill is being used as backfill material.



FUNCTIONAL ASSESSMENT

The Fitness and Aquatic Centre is a well-utilized and easily accessible facility loved by the community. The user groups include the Aquatic Centre Team, Fitness Centre Team, the general public and the beach volleyball program. The main concerns of the space include the current offices being at over capacity indicating a lack of office space, lack of storage, and the excessive rate of corrosion due to lack of exhaust ventilation.

What Isn't Working?	Potential Opportunities
Cramped Offices	Review Existing Office Requirements and Opportunities There may be opportunity to open up a few offices depending on the proposed strategy of relocating some teams and if this does not present itself, an addition may be required to increase office space.
Lack of Storage	Reassess Existing Spaces for Additional Storage The existing space does not provide much opportunity for additional storage however it is recommended temporary outdoor storage be considered. For a permanent solution, an addition may be required to support this need.
Unsuitable Lighting	Update Lighting to Suit Climbing Space Renovate the lighting in the climbing space to suit the activity type.
Staff Area Improvements	Renovate the Aquatics Staff Area Renovate the aquatics staff area adjacent to the pool deck to provide improved functionality, new flooring finishes, and greater privacy
Mechanical Controls	Reconnect Unit Control to Delta Control All of the existing units that were disconnected with the removal of the pneumatic control system should be connected to the Delta controls system.
Pool Area Ventilation	Address Ventilation Issues Causing Corrosion The current renovations are not addressing pool area ventilation issues identified in the 2022 WSP reports and in our high level site reviews. The inadequate pool area ventilation is causing major corrosion of structure and electrical systems and will likely render the building unusable if not properly addressed.
High Exhaust Rates	Exhaust Fan Capacity Increase The chemical rooms require scrubbers and higher exhaust rates that were recommended in the 2022 WSP reports, and these appear not to be part of the current renovations.



4.4 LIBRARY + CULTURAL CENTRE

BUILDING OVERVIEW

The Library and Cultural Centre is a three-storey building that largely consists of a library area, reading area, workspace area, offices, studios, classrooms and multi-purpose spaces. Its key characteristics include being a Heritage Building with a new-build adjoined and is centrally located therefore highly utilized by the community.

The building is home to the Legislative Services Staff and Council who currently occupy the basement which includes the Council Chambers and offices.

The building hosts a variety of programming serving users including children, teens, and the general public.

LOCATION:

500 Robson Street

DATE BUILT:

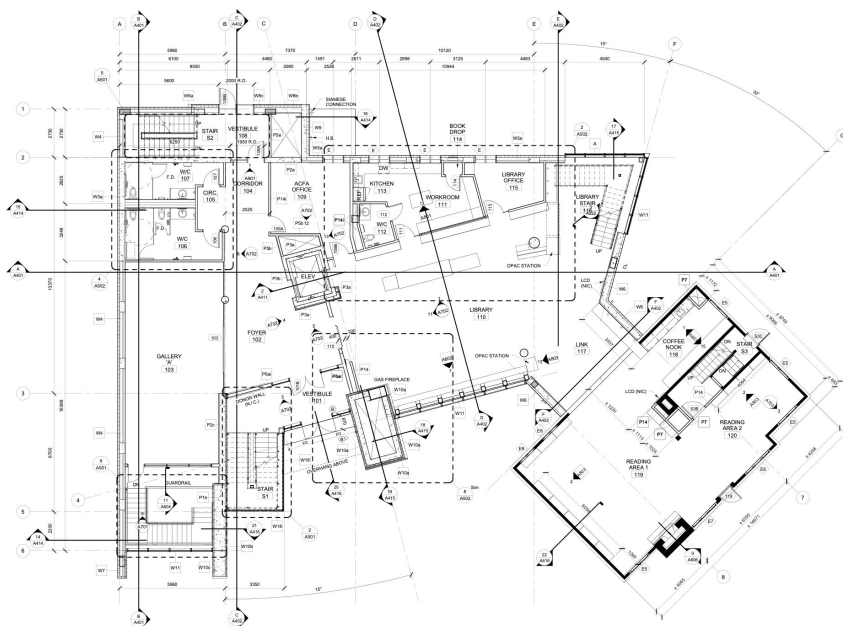
1926

DATE RENOVATED:

2016

HISTORICAL DATA:

The original historic portion of the building was constructed in 1926 RCMP who used the building until 1974. The original historic building was then used by the library for a number of years until construction began around 2011 when the library temporarily relocated under the nearby arena bleachers until the new, expanded library and cultural centre was completed in 2016.



Library and Cultural Centre Main Floor Plan





OVERALL BUILDING CONDITION SUMMARIES

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL & INTERIORS The interior spaces are in excellent condition with the addition of new spaces and the renovation of the historic building upgrading the entire interior space. Each of the tenants has varying office hours which makes the functional separation with moveable partitions, vestibules, public access to various spaces, and the location of common areas like washrooms in the lobby all critical factors in the building’s smooth operations.	• OPERABLE WALL REPAIR: The operable walls surrounding the multi-purpose building need to be repaired or replaced with a different type that is easier to operate.
BUILDING ENVELOPE The condition of envelope elements (wall, window, roof, floor) in both the new and upgraded existing building is very good. No major work except for routine maintenance would be required. Refer to Appendix detailed information.	• REPAIR ENVELOPE PENETRATIONS AT WINDOWS OF HISTORIC BUILDING: The envelope penetrations causing leaks into the historic building basement should be repaired while the regrading of the north side of the lot is underway.
MECHANICAL The library renovation was completed 8 years ago, and as such the mechanical systems are relatively new. The mechanical systems are generally in good repair. At the site visit, staff had indicated that they generally are happy with the passive radiant heating and cooling system, but during the wildfire season when the operable windows must stay closed, the building becomes very hot adjacent to the windows.	• REVIEW HVAC: When windows need to be kept closed, the space heating is often uneven and should be studied further, including potentially rebalancing or other tasks.
ELECTRICAL The building’s electrical condition seems to be fulfilling its intended purpose. Electrical equipment appears to be in good condition as of the 2016 expansion. As such, electrical equipment does not appear to be near the end of its life cycle. None of the electrical equipment seemed particularly damaged or worn.	• NOTHING TO NOTE AT THE TIME OF REVIEW

SUMMARY DESCRIPTION

STRUCTURAL

Structure appears to be performing as intended, based on a visual review only. The addition area is early in its lifespan and in good condition. It is understood the older building also received significant repairs/upgrades when renovated, extending the life-span of the original building. The exterior stone wall, above a basement window, was cracked on the south east face, but does not suggest major structural concerns.

CIVIL

The surface infrastructure was found to be in generally good condition, with concrete walks free of cracks and adequate grades. There were some areas outside both library structures where regrading to achieve positive drainage is recommended. Erosion of soft landscaping was observed at the northwest corner of the building due to the rain chain above.

HEALTH, SAFETY, & ACCESSIBILITY

Ice formation issues were noted by staff on the northwest side due to the current roof water conveyance system and inadequate sloping away from the building.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **NOTHING TO NOTE AT THE TIME OF REVIEW.**
- **REGRAIDING:** Specifically, the grading around garbage area at the southwest corner of the new addition should be regraded away from the building, along with the soft landscaping on the northwest side.
 - The leaks in the north area of the basement appear to be partly caused by improper grading and drainage. Re-grading this area for positive slope away from the building will help reduce water pressure into the building and the exterior envelope penetrations can be resealed at the same time.
- **RAIN CHAIN REPLACEMENT:** While aesthetically pleasing, rain chains are unable to fully convey water away from building as well as conventional drainage. It is recommended that this be replaced with a roof leader.
- **ROOF LEADER CONSIDERATION:** Extension of the roof leaders underneath the concrete walkway could mitigate this issue by conveying water under the walkway instead of the surface.

FUNCTIONAL ASSESSMENT

The Library and Cultural Centre is a historical building adjoined by a new-build and is centrally located. It is highly used by the public as it provides community related programming such as the library and art galleries while also serving spaces for Council and Legislative members of the community. The below chart is an overview of what we heard during the engagement sessions are not working along with recommendations for improvement.

What Isn't Working?	Potential Opportunities
Inefficient and Lack of Spacing - Individual offices not adjacent their collaborative teams - Arts club has indicated a lack of program space	Reconfigure Legislative Services and Councillors' Office to Accommodate More Workstations The office space adjacent to the Quorum Room, which is currently being used by the Legislative Services staff member and occasionally by councillors, should be adjusted to accommodate 2 to 3 additional hot desking workstations for councillors or other Municipality staff looking for a spot to work.
Lack of Storage	Reassess Existing Spaces for Additional Storage Review in particular which spaces require additional storage and assess if there are further opportunities for additional storage space.
Damaged Operable Partition Council Chambers operable partition no longer functioning properly.	Repair Operable Partition Repair partition to meet the intent of having a flexible space.
Excessive Heat Gain Heat gain in the summer can be an issue.	Provide Motorized Coverings for Library Clerestory Windows The clerestory windows do not have proper window shades which results in significant heat gain during the summer, especially when the windows cannot be opened due to wildfire smoke. Motorized window coverings would help reduce this heat gain.
Walkways Visitors who park in the rear parking lot must take an extended route to the sidewalk adjacent to the street, rather than hugging close to the building, when heading toward the building's main entry.	Addition of Walkway Visitors who park in the rear parking lot must take an extended route to the sidewalk adjacent to the street, rather than hugging close to the building, when heading toward the building's main entry. Based on a visual analysis, it appears that visitors already walk on the grass around the historic building instead of going to the the sidewalk adjacent to the road, so a sidewalk should be constructed for a more direct path from the parking lot.



4.5 LOG CABIN

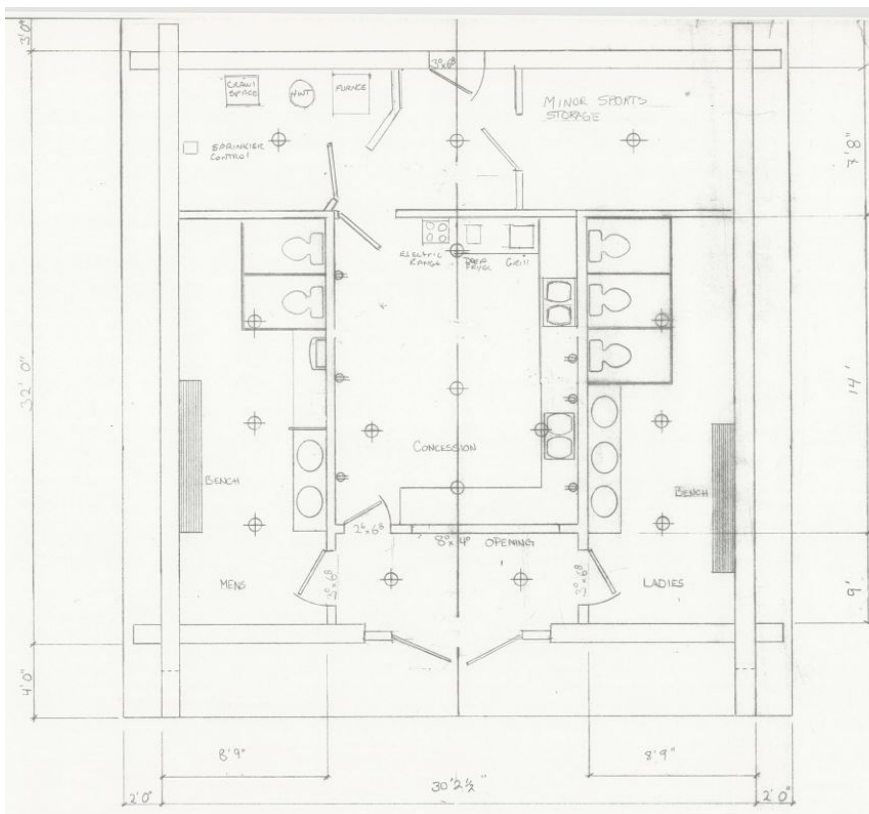
BUILDING OVERVIEW

The Log Cabin is a one story building that serves three major functionalities which include the park's washrooms, concession kitchen, and general storage.

It is often used by visitors of Centennial Park which include guests from the sports fields and the playground. The teams using the fields use the cabin to store equipment when not being used.

The following sections will discuss the building's condition summaries followed by the functional assessment results and corresponding recommendations.

- **LOCATION:**
520 Turret Street
- **DATE BUILT:**
1984
- **DATE RENOVATED:**
Not Applicable
- **HISTORICAL DATA:**
The building was constructed in 1984 as a washroom facility with a concession.



Log Cabin Floor Plan





OVERALL BUILDING CONDITION SUMMARIES

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL, INTERIORS & BUILDING ENVELOPE The interior finishes of the kitchen/concession and washroom appear to be original to the 1984 renovation. These finishes have aged beyond their useful life cycle. The exterior wall assembly is composed of large wooden logs without any exterior insulation. Based on the condition of the architecture, this building is likely unsuitable for winter use, and without proper maintenance may become unusable year-round. The lack of exterior wall insulation and the gaps in the logs could result in issues like mold and pests if not addressed.	• RESHINGLE ROOF: At the time of review, the shingles are deteriorating and in need of replacement. This has been completed. • CHECK AND FILL GAPS: The nature of the structure creates the potential for gapping in the building envelope. Checking and filling gaps in an ongoing basis will prevent leakage and pest infiltration.
MECHANICAL All plumbing fixtures in the building need to be replaced as they do not comply with current codes and are not water efficient. If the kitchen is to be reused, a grease interceptor and revised sink will need to be installed, and a handwashing sink at the room entrance should be added.	• RENOVATE WASHROOMS + REPLACE ALL PLUMBING FIXTURES: The washrooms can be single-occupant universal washrooms serving both the occupants of the building’s programming space and Centennial Park visitors
ELECTRICAL Electrical devices are well into their life cycle and have experienced wear and damage over time. This is especially apparent in the mechanical and electrical room, and in the kitchen. In particular, receptacles in the kitchen, the electrical panel, and lighting controls appear to be near the end of their life cycle.	• REPLACE ELECTRICAL EQUIPMENT: The electrical equipment is at the end of its lifecycle and requires replacement.

SUMMARY DESCRIPTION

STRUCTURAL

Structure appears to be in reasonable shape given the age of the structure. The roofing material did not seem in good condition, which might be an indicator that the roof structure may be affected. Suggest it be reviewed in depth during roof replacement. The roof structure could not be observed due to interior finishes.

CIVIL

The services to the building were not inspected but are assumed to be in good condition. The main entrance sidewalk and paving stones are in good condition, and grade away from the building. However, the building is currently inaccessible, with a wooden step at the building entrance. A concrete ramp is recommended to be installed, doweling in-to the existing concrete walkway. Roof leaders or a swale under the eave are recommended to be installed to direct water further away from building foundation.

HEALTH, SAFETY, & ACCESSIBILITY

The building does not have barrier free accessibility. The key areas of concern for public access, with the building's existing functions, are the doors and washroom fixtures, neither of which are barrier-free.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **EVALUATE ROOF STRUCTURE:** During the roof replacement, the roof structure should be evaluated and repaired if necessary.
- **ADDRESS ROOF DRAINAGE:** Adding a mechanism to shed water away from the building is necessary. Leaders can be added to the exterior, however this will affect the historical appearance. A gravel or concrete swale below may also address the concern.
- **SLOPE EXTERIOR CONCRETE:** Sloping the concrete to the door at a maximum, 1:20 slope is necessary to provide an accessible entry.
- **CREATE ACCESSIBLE WASHROOM:** Renovate the washrooms to include accessible stall.

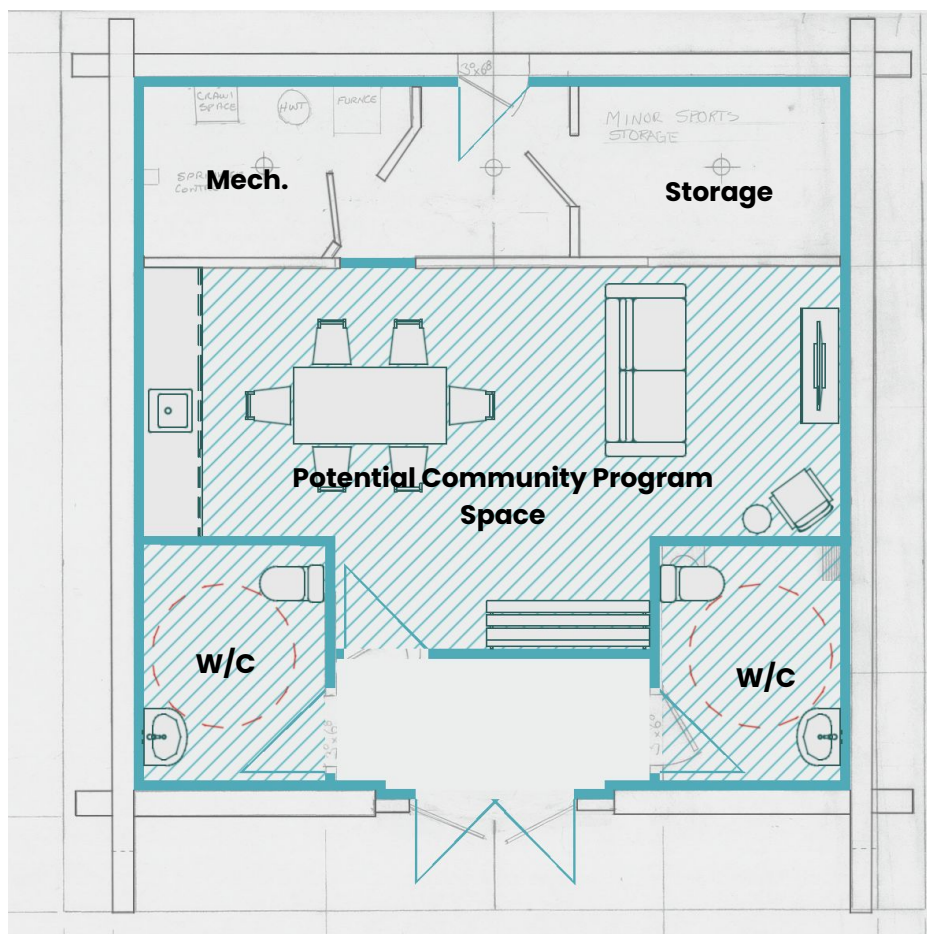
FUNCTIONAL ASSESSMENT

The Log Cabin is currently being used only to support the programming taking place at the sports fields and the playground which is generally working well for the community. The building is charming and is has potential to be recognized as a Heritage Building however it has been noted there is opportunity for additional usage of the cabin. The below chart is an overview of what we heard during the engagement sessions are not working along with recommendations for improvement.

What Isn't Working?	Potential Opportunities
Underutilized	A Renovate to provide programming space for teens, seniors, and community groups The concession space could be expanded into part of the washroom space to create a large room for community programming, and a paid bookable space for community groups to access when not in use by teens or seniors. With the existing plumbing, a small kitchenette could be added. Relocate minor sports league storage to Activity Centre The rear storage room currently serves the minor sports league and with equipment that would be more functional to be stored at the Activity Centre with some local storage in exterior lock boxes. The storage in the Log Cabin could then be used for programming held in the Log Cabin.
Lack of Insulation and Air Infiltration	Refinish log exterior and add insulation on inside of wall assembly and add windows The operations team indicated that the logs require regular sandblasting for maintenance and they are due for this process soon. The exterior wall assembly has no insulation and there are penetrations directly outdoors which could invite pests and creates a significant thermal bridge. The assembly could be improved with a furred insulated wall on the interior face. Windows can also be added to both the north and south faces.
Accessibility Concerns No accessible entry	Improve accessibility into building through a ramp entry Provide a ramp into the building to ensure accessibility for all.
Sheltered Picnic Area	Install a sheltered picnic area on the south side of the building for outdoor programming In order to hold outdoor programming with a tent, the recreation team must apply for permits annually. Installing a permanent outdoor pergola/gazebo structure would eliminate this administrative task and provide purpose-built outdoor programming space.

Recommendations

The below sketch demonstrates the opportunity to convert the cabin for additional programming so that it is more efficiently utilized. It is important to note that this recommendation is not to replace the current functionalities it serves and is more to showcase opportunities for additional space utilization.



A ▲ Diagram of space reconfiguration recommendations in the Log Cabin



4.6 PATRICIA STREET OFFICE

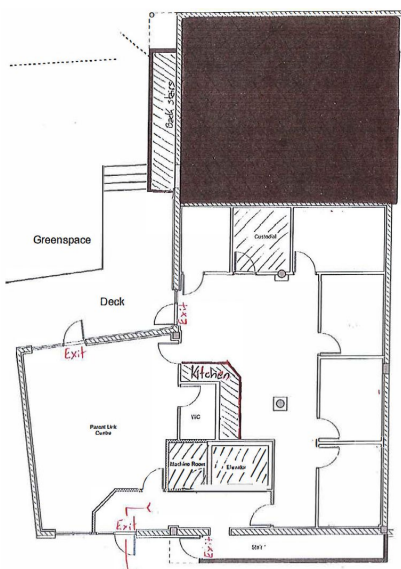
BUILDING OVERVIEW

The Patricia Street Office is a two storey building that consists of offices, boardrooms, kitchenette, and supporting spaces such as janitorial and a storage space.

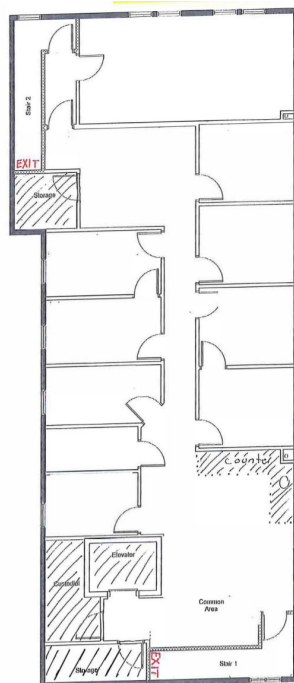
The building is located at 627 Patricia Street and primarily hosts the Community Development department. Some of its key characteristics include its central location, kitchen access, two storey, utilized courtyard space, and reception area on the second floor. It is highly utilized and is often engaging with the general public.

The following sections will discuss the building's condition summaries followed by the functional assessment results and corresponding recommendations.

- **LOCATION:**
627 Patricia Street
- **DATE BUILT:**
1988
- **DATE RENOVATED:**
Not Applicable
- **HISTORICAL DATA:**
This unit on Patricia Street was originally a liquor store. The rear alley was a loading bay for deliveries. The space is leased from the Province of Alberta.



627 Patricia Street Main Floor Plan



Second Floor Plan





OVERALL BUILDING CONDITION SUMMARIES

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL & INTERIORS The interior space was renovated within the last decade to introduce playful, friendly design elements and improve the comfort of the space. The finishes are in good condition.	• MINOR REPAIRS: Refer to Appendix under <i>Technical Assessment for Community Development Offices</i> for more information.
BUILDING ENVELOPE The exterior hardie cement board siding, double pane aluminium framed windows, insulated hollow metal doors and SBS roofing appears to be a good condition and functioning without any issues.	• MINOR REPAIRS: Refer to Appendix under <i>Technical Assessment for Community Development Offices</i> for more information.
MECHANICAL As this site is located within a larger building shared with the Province and the courthouse, access to head end mechanical systems is difficult. The mechanical room is located in an area that was not accessible so limited information about the equipment is known. As information about the age of the existing rooftop unit was not obtainable, only general recommendations can be provided. Depending on the age of the existing unit, it may be able to be reduced to suit the new layout. If the unit is already 15 years of age or older, it would be recommended to replace it with a newer, more efficient unit with current refrigerants that have not or are not slated to be discontinued. The plumbing system and fixtures are in reasonable shape, but faucets should be revised to be barrier free and plumbing code compliant. Depending on future use of the space, a code review regarding fire protection should be undertaken to see if it should be added.	• ACCESSIBLE DESIGN: Washroom fixtures such as faucets should be reviewed to achieve compliance to barrier free requirements. • CODE REVIEW: A code review is recommended to ensure fire protection is considered for the future use of the space.

SUMMARY DESCRIPTION

ELECTRICAL

Electrical equipment appears to mostly be original to the original 1998 construction. Generally the electrical equipment appears to be in good shape and none of the electrical equipment appears to be damaged. Light fixtures all appear to be fluorescent. Red exit signs are used. The back exit staircase does not have emergency lighting, although the rest of the office has good coverage. Receptacles near sinks are GFCI protected. Staff has described the existing wireless internet system as being too slow for the office's needs.

STRUCTURAL

Structure appears to be performing as intended, based on a visual review only. Structure is two floors and is part of a larger structure that extends into adjacent areas. In general the structure was not visible. There was not significant signs of damage to finishes, which could indicate deterioration of the structure. No drawings were available structurally. In general the structure was not visible due to finishes, except in one location where there was a concrete column. However when walking down the hallway on 2nd floor, it appeared to be "wavy" in elevation, which is more common of older wood structures. Could be due to high points at column locations.

CIVIL

It was understood that this facility will not have a Civil scope as part of its improvements. Facility work is assumed to not affect existing Civil infrastructure.

HEALTH, SAFETY, & ACCESSIBILITY

The landing at the base of the stairs is a trip hazard and currently has signage and hazard tape to mitigate risks.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **WIRELESS NETWORK:** Review what additions and requirements are needed to address the slow office network.
- **STRUCTURAL REVIEW:** Request the landlord to perform a structural review to potentially address the floor structure.
- **NOTHING TO NOTE AT THE TIME OF REVIEW.**
- **STAIR MODIFICATION:** Request the landlord address the tripping hazard at the bottom of the stairs.

FUNCTIONAL ASSESSMENT

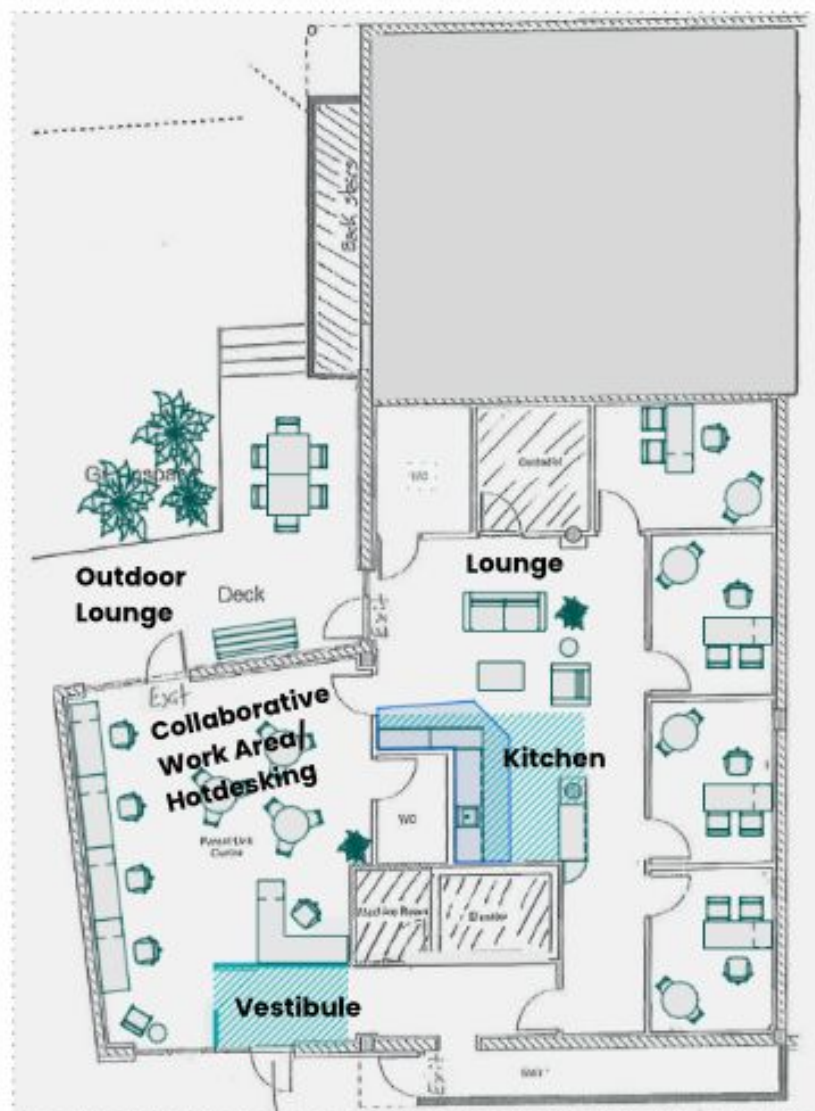
The Community Development department occupies two floors of this unit. The location is centrally located and is therefore accessible by the community. The reception area is on the second floor and has been specifically noted to be difficult to locate when inside. The staff have access to a kitchenette on each floor and access to a courtyard space outside. The below chart is an overview of what we heard during the engagement sessions are not working along with recommendations for improvement.

What Isn't Working?	Potential Opportunities
Team Proximity - Location (team is split between two locations) - Proximity of workstations (team is not located together)	Reconfigure the Space for Increased Functionality The spaces can be reconfigured to have more workstations within the space, along with hotdesking/hotelling locations within the space to allow more people to co-located both permanently and periodically.
Lack of Wayfinding 2nd Floor Reception - tricky for wayfinding - Community has difficulty finding the building. - Building is hard to navigate once inside. - Difficult to navigate for all people of all abilities	Relocate Reception to Main Floor The reception desk should be visible upon entry to the building and greet visitors who may be otherwise confused upon entering the building. Add Exterior Signage As the location is fairly nondescript, adding more or enhanced signage to clearly locate the space will mitigate community wayfinding. Accessibility Updates As space is modified, focusing on wayfinding for people with all abilities will be needed. A full assessment may provide interim improvements.
Programming Conflicts - Community development program can conflict with social services program - Conflicting programs (social, engaging vs. private and confidential) - Kitchen upon entry is difficult to manage differing programs	Reconfigure for Confidentiality As workstations are added, including hotdesking, storage spaces for confidential information should be provided, with procedures such as clean desk programs. Better functional groupings of people (eg. public facing on main floor) may also provide more ability to manage privacy issues. Update Public Entry If the reception is moved, the entry into the kitchen will no longer be a concern. Second floor kitchen space can be internal or invited access.
Limited Storage Storage space - no room	Offsite Storage (long term) Long term storage potential has been identified at the operations building as well as at the activity centre should functional change be made there.

What Isn't Working?	Potential Opportunities
Inefficiency of Workstations/ Boardrooms/Kitchen • Part time staff have full time workstations. • No workstations ready to go for occasional employees • Boardroom overbooked • No small meeting spaces • Not enough working/meeting space • Shared offices offer little required privacy for sensitive conversations. • Kitchen downstairs underutilized.	Reassign Two Outreach Offices to be Breakout Rooms Should additional outreach hotdesking and meeting space proposed to be located at the Activity Centre the number of dedicated individual offices for outreach workers could be reduced. This would open up breakout rooms for all staff located in 627 Patricia Street to use for internal meetings or to meet with members of the public in a private room. Main Floor Kitchen Reduction and Hotdesking The main floor kitchen uses up a significant area wrapping around a corner. It should be reduced to a basic kitchenette. The open area can then be used for hotdesking and casual seating. Main Floor Collaborative Workspace With reception relocated to the main floor, the former reception area on the second floor could offer hotdesking or lunch tables. Build Two Offices Along Courtyard Wall One or two offices can be created directly behind the new reception area on the main floor, facing toward the courtyard, if staffing demands more offices at 627 Patricia Street.

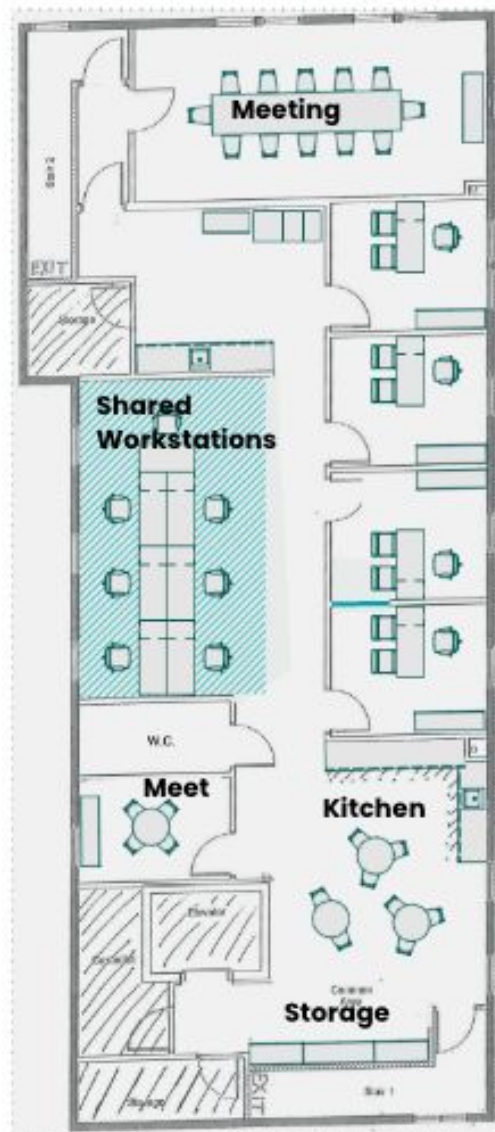
Recommendations

The below sketches demonstrate some opportunities to reconfigure each floor to promote space efficiency and supporting workspaces. They include an emphasis on hot desking and casual seating to support staff and visitors who are only in the space for shorter periods of time and therefore create opportunities for full time staff and mobile staff.



MAIN FLOOR

▲ Diagram of space reconfiguration recommendations on the Main Floor of the Community Development Offices



SECOND FLOOR

▲ Diagram of space reconfiguration recommendations on the Second Floor of the Community Development Offices



4.7 OPERATIONS + UTILITIES SHOP

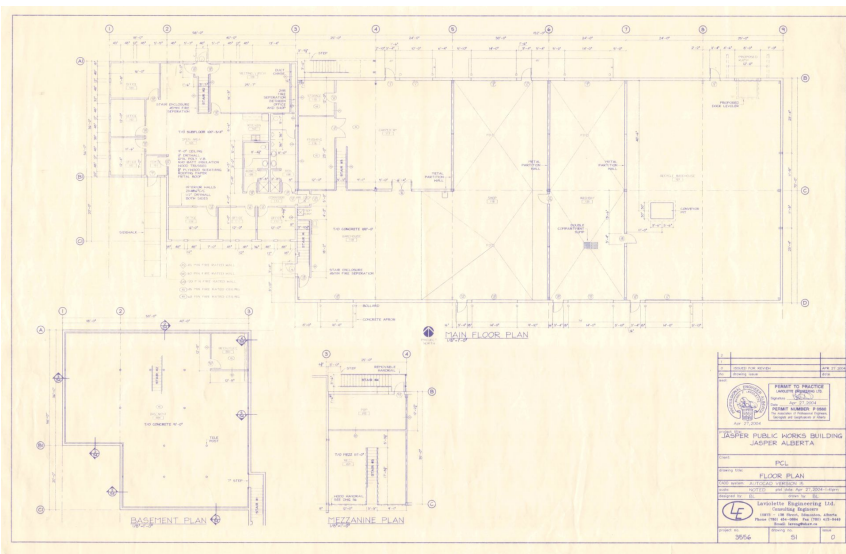
BUILDING OVERVIEW

The Operations and Utility Shop opened in 2004 when Jasper was newly incorporated as a municipality. It is located on a site shared with Parks Canada.

Some of the key spaces within the building include maintenance bays, shop bays, wash bays, offices, a basement, equipment storage, a work yard and a parking lot. The shop is generally used only by operations and utilities staff members and is not available for public access.

The following sections will discuss the building's condition summaries followed by the functional assessment results and corresponding recommendations.

- **LOCATION:**
3 Compound Road
- **DATE BUILT:**
2004
- **DATE RENOVATED:**
Not Applicable
- **HISTORICAL DATA:**
The Operations and Utility Shop opened in 2004 when Jasper was newly incorporated as a municipality. It is located on a site shared with Parks Canada.



Operations and Utilities Building Main and Basement Floor Plan





OVERALL BUILDING CONDITION SUMMARIES

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL & INTERIORS This type of flooring is durable but it shows significant buildup of dirt likely because of its heavy use by field workers wearing work boots from site, and this dirt is highly visible on the light coloured tile. The walls and rubber wall base also show buildup of dirt. The maintenance is challenging due to the nature of field work, but the functional layout of the space also makes regular cleaning and maintenance of the flooring and walls challenging because of the furniture layout.	• INTERIOR MAINTENANCE: The life cycle of materials or for functional reasons should include durable and appropriate finishes where the wear is less apparent. Additionally, increasing the frequency of cleaning and refinishing of floors will increase the life, given the heavier use. • DECLUTTER SPACE: By opening up the spaces and purging clutter maintenance will be simpler.
BUILDING ENVELOPE The building envelope is a good condition and functioning. There are miscellaneous damages on the exterior siding due to vehicle activities around the building which can be repaired with a minimal cost. It was reported that the basement was very cold in the winter. Further review required to determine the cause to be insufficient insulation or the heating systems.	• BASEMENT REVIEW: Investigate source of cold air in the basement and address issue as soon as possible to avoid additional utility costs. This can be conducted using thermographic scanning and mechanical investigation.
MECHANICAL Much of the head end HVAC equipment is original to the building and is reaching the end of its service life, including the furnaces, condensing units, makeup air units and fans. The dust collection system is a fire hazard and should be replaced either with a proper recirculating system with fire suppression, or installed outdoors.	• LIFECYCLE REPLACEMENTS: Replacement of the mechanical systems is due and should be included in any renovation and monitored in the meantime. • REPLACE DUST COLLECTION: Replace system with a proper recirculating system with fire suppression.
ELECTRICAL Electrical equipment within the maintenance area appears to have experienced significant wear over time. Electrical equipment within the office area appears to have experienced some wear as well, although not to the same degree as the maintenance shop. Some of the men's washroom lighting has reached its end-of-life and is not functional. Most electrical equipment appears to be original to the 2004 construction, excluding the emergency lighting system, which appears to be newer.	• REPLACE OLD EQUIPMENT: Replace light source or fixtures in areas reaching end of life or in areas that are no longer functional.

SUMMARY DESCRIPTION

STRUCTURAL

In general the structure was not visible in office area. There was not significant signs of damage to finishes, which could indicate deterioration of the structure. In Pre-Eng no significant damage was observed and it appears to be in reasonable condition given age of building.

CIVIL

The parking lot was at full capacity during the site visit. It was noted by the staff that the current parking lot is insufficient for the number of employees and personnel needing access to the building. Further studies are recommended to be completed to accommodate current parking requirements. No concerns were noted regarding immediate work required for the site.

HEALTH, SAFETY, & ACCESSIBILITY

The uses in the basement and other areas of the building do not appear to match the original use of the building and may carry code concerns. The lack of fire alarm system is particularly concerning because the building is often vacant for a large portion of the day while workers are on site, and even if the fire department is notified by a phone call, the fire department is located across the train tracks which could result in a longer response time.

The basement file storage is a high risk because the basement was not originally designed to have any enclosed storage rooms and the amount of paper storage without any fire response or suppression systems, creates an environment that is high risk.

Workstations in the open garage area are a health and safety hazard. Staff who work in these areas noted noise concerns and dust/irritant concerns which has required them to wear masks at times while working at their desks.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **NOTHING TO NOTE AT THE TIME OF REVIEW.**

- **NOTHING TO NOTE AT THE TIME OF REVIEW.**

- **CODE REVIEW REGARDING USE OF SPACE:** A fulsome code analysis should be completed on this building as the basement storage, the machinery in the garage bays, and the remote location of this building relative to fire services suggests that more life safety provisions should be included.

FUNCTIONAL ASSESSMENT

The Operations and Utility Shop has noted elements that are functionally working include ample office spaces available, structurally in good condition, and that the existing infrastructure is functional however there are some elements that could be improved. The below chart is an overview of what we heard during the engagement sessions are not working along with recommendations for improvement.

What Isn't Working?	Potential Opportunities
Inefficient Team Proximity • Grounds & Roads not located in same space as offices (currently in shop)	Move Office Spaces Out of Shop Reconfiguring the Main Floor Space (below) will allow for people to move from in the shop to the office space. The illustrated changes would allow for some relocation but more drastic renovation could allow for up to approximately 16 people to locate here instead of the current 8 or 9.
Poor Use of Shop/Office Spaces • Shop space is crowded • Basement is large and underutilized • Main floor offices underutilized	A Rearrange Main Floor Office Space The main floor offices are large with an inefficient use of space in the open area. The offices could be demised for multiple workstations, and the open area could be reconfigured for hotdesking stations or to accommodate another department. With the consideration of transit and land use planning staff, the main floor office space could be better used to accommodate team members in need of workspaces. As part of this reconfiguration, new floor finish should be considered to make the office environment more comfortable as the floor tiles are heavily stained. B Provide workstations in office space for staff in shop area There are 2-3 staff with workstations in the shop area which is a hazardous and uncomfortable environment for a workstation. These staff should be offered workstations within the main floor office area. If any staff require workstations directly within the shop area, new rooms should be built to enclose the workstations to prevent excessive noise and dust conditions at the workstations.

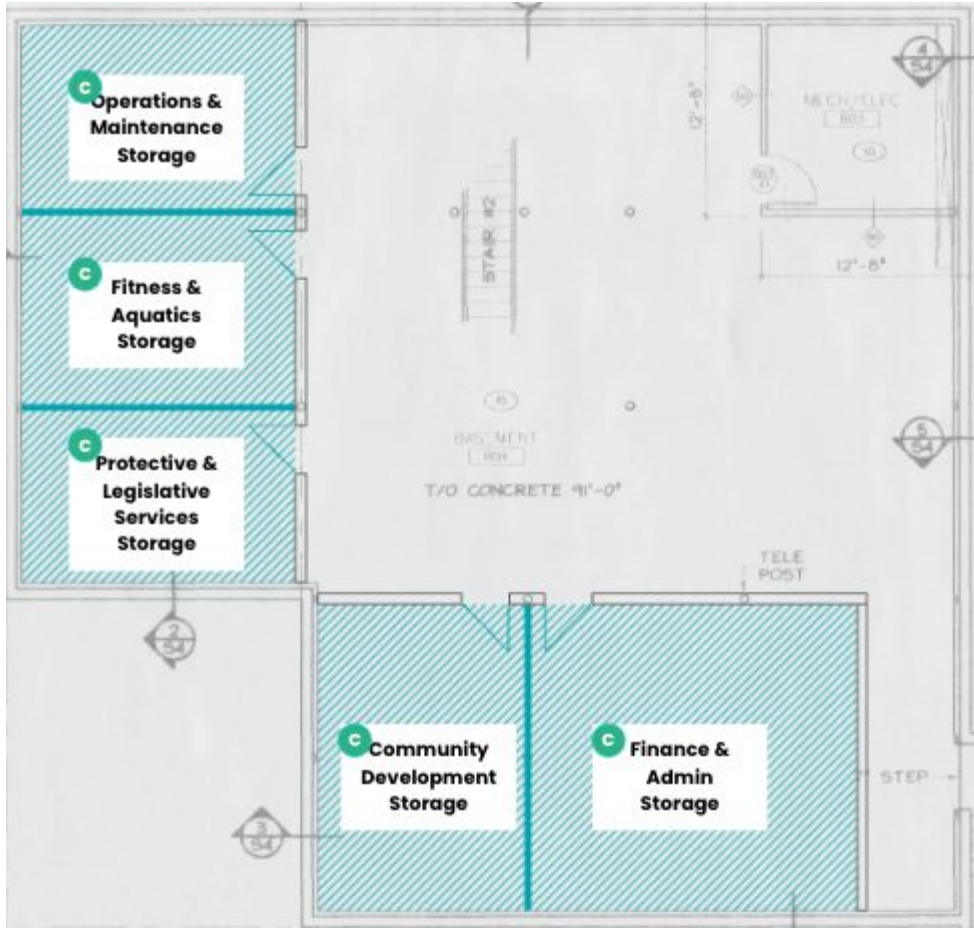
What Isn't Working?	Potential Opportunities
Lack of Support Spaces • More washrooms needed • As a municipality, they have more needs than when they relied on Parks Canada. • More space required for more responsibilities. • There are only two workstations in the maintenance bay • Inadequate parking for occupants	Reconfigure Space (short term) • Some of the additional capacity can be made up through the reconfiguration shown in the concept, which will work to manage some small amount of growth. Expand Space (long term) • Expanding the building in the longer term may be required as additional responsibilities become downloaded to Jasper from Parks Canada. For reference, similar changes have occurred with Banff and grounds maintenance and other tasks increased. The long range plan will include some aspect of expansion in this location assuming expansion of office and bays.
Lack of Health and Safety Systems • There is no fire alarm or sprinkler system. • The equipment being stored on the main floor woodshop (dust collection) offers a significant fire hazard	Address life safety issues Several life safety issues were identified during the high level site visit. A detailed building code analysis is required to determine the urgency and detailed requirements of these issues; however, they are identified for further investigation. The lack of fire notification and suppression systems is concerning, especially considering that the building has few occupants during certain times of day and is therefore not monitored at all times. The basement storage conditions are not permitted in the current building code. The dust collector appears to be a fire hazard and should be replaced.
Lack of Storage Space • Equipment storage issues - Sometimes the wash bay is used for maintenance space as overflow • Exterior Equipment storage is not secure and has limited space • Insufficient space for increased equipment needs • Equipment being stored outside is becoming run down more quickly	Build addition for equipment storage A large amount of equipment is currently stored outdoors, and has been flagged by multiple staff as a concern for the longevity of the equipment. With the spacious site area, a building addition could be constructed to shelter this equipment and ensure that the equipment can be maintained in good working order rather than having to replace it when damaged by the weather. C Reconfigure basement for storage by Municipality department If the finance and administration departments are expected to continue storing files at the operations and utility shop, the room should be properly fire rated for storage of paper materials and there should be a fire notification and/or suppression system in place, depending on what is required in a fulsome Building Code analysis. Additional storage rooms should be provided in the basement to allow all Municipality departments to have occasional storage of long term items like personnel files, extra furniture, or other items that are accessed only rarely. A sketch is provided on the following pages of a possible layout. Note that all of these rooms would require proper fire rating, fire notification, and fire suppressions systems as required by Code. The basement should not be used for meeting spaces as there is no barrier-free access.

Recommendations

The next two sketches demonstrate the possible opportunities within the existing space through reconfiguration/addition of furniture to optimize the potential of areas that are currently underutilized as a result of the functional assessment.



▲ Diagram of space reconfiguration recommendations on the Main Floor of the Operations and Utility Shop office space.



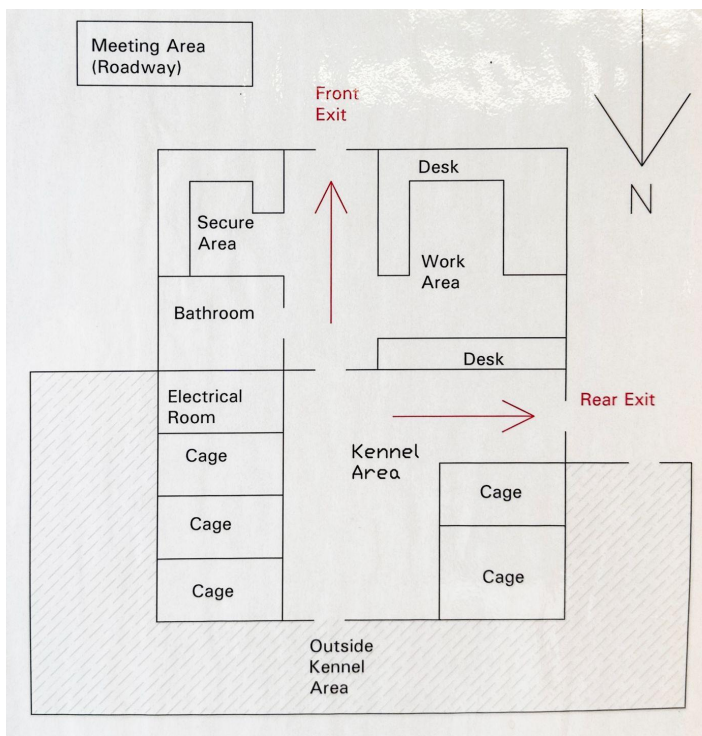
▲ Diagram of space reconfiguration recommendations on the Basement of the Operations and Utility Shop office space. This storage solution would serve several departments. In order to install this storage, fire safety systems will need to be addressed.

4.8 BYLAW ENFORCEMENT SERVICES

BUILDING OVERVIEW

The Bylaw Enforcement Services building consists of three major components including the office area, cages, and the kennel area. There are additional support spaces such as a washroom, utility room, and additional outdoor kennel area within the building.

It has been noted that the building is located across the tracks which has been identified as a challenge during deployment as it has prevented staff from being able to respond in an efficient manner when blocked by the cargo train. It is also important to note that the building was originally designed as an animal shelter and is now being used by Bylaw Enforcement staff which has proven to present challenging situations for the staff.



Bylaw Services Building Exit Plan

- **LOCATION:**
2 Compound Road
- **DATE BUILT:**
Unknown
- **DATE RENOVATED:**
Not Applicable
- **HISTORICAL DATA:**
It is assumed that the Municipality began using this building when it was incorporated 20 years ago.



SUMMARY DESCRIPTION

ARCHITECTURAL, INTERIORS & BUILDING ENVELOPE

The interior finishes appear to be in good condition. The building envelope appears to be in good condition.

MECHANICAL

The mechanical systems are technically to code, however do not meet the needs of the Bylaw staff. While the mechanical HVAC is in good shape and meets code requirements for ventilation, the staff have indicated that the lack of cooling makes it difficult to work when they are required to wear their protective gear, including their bulletproof vests. A method to provide mechanical cooling to the office portion of the building is recommended.

ELECTRICAL

Although functional, electrical equipment appears to be well into its lifecycle. Some wear from age is visible. The doorbell at the entrance is broken.

STRUCTURAL

In general the structure was not visible. There were not significant signs of damage to finishes, which would indicate deterioration of the structure.

CIVIL

The existing parking area is recommended to be reconfigured to provide adequate employee, fleet vehicle and public parking. Roof leaders are recommended to be installed around the roof structure, to promote flow further away from the building.

HEALTH, SAFETY, & ACCESSIBILITY

The cramped space presents a danger to staff when hostile members of the public arrive at the small reception area. The building does not have barrier free accessibility in terms of doors, the washroom, and the available space for manoeuvring. Having an office space immediately adjacent to a kennel with seized dogs could present as a health hazard.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **NOTHING TO NOTE AT THE TIME OF REVIEW.**
- **MECHANICAL COOLING FOR OFFICES:** To help address thermal comfort in the offices, mechanical cooling for the offices in the building is recommended, should this space remain as an office in the future.
- **REPLACE EQUIPMENT AS NEEDED:** Monitor if conduit and equipment are functioning as intended and consider replacement if it is required.
- **NOTHING TO NOTE AT THE TIME OF REVIEW.**
- **RELOCATE STAFF:** The distance from town poses an issue for responding to officer calls when train is passing by.
- **RELOCATE STAFF:** As is recommended by the functional section, moving to an accessible location will allow for many of the issues to be resolved.

FUNCTIONAL ASSESSMENT

The Bylaw Enforcement Services Compound is home to the Protective and Legislative Services, Licensing & Bylaws, and Kenneling. Staff had noted the facility can be improved to serve a more productive and efficient workspace such as incorporating a larger reception space with particular attention to protection of staff members and additional office space for staff. The below chart is an overview of what we heard during the engagement sessions are not working along with recommendations for improvement.

What Isn't Working?	Potential Opportunities
Inefficient Location • Located near a train crossing, they cannot respond to officers quickly if a train is passing. • Located on industrial side of town, not accessible or identifiable to the public	Relocate bylaw out of this building This building is not adequate for bylaw enforcement staff members. It is located across the train tracks from the core Municipality area, where staff are required to respond to calls. This team has significant public-facing services, and residents often struggle to locate this building on Compound Road. The space is insufficient in size.
Poor Interior Space and Parking • Front reception area not functional. ◦ Poor division between public and private workspace ◦ Safety concern • Program requirements greater than space provides. • Limited Desk Space • Nowhere to have a private conversation / breakout meeting. • Limited parking space for staff and fleet vehicles	See Above
Privacy and Odour Control • Washrooms not private • Kennel space has issues with smells / drainage • The design of the existing kennel space is not functional for its current use.	See Above

4.9 EMERGENCY SERVICES BUILDING

BUILDING OVERVIEW

The Emergency Services Building was purpose built in 2002 for the fire department and ambulance services back when it was a municipal responsibility.

Since Jasper is no longer responsible for the provision of ambulance services, moving to another facility would have been a tricky decision due to the need to ensure the continuity of the provision of emergency services during the transition, therefore resulting in staying in the building.

The building is now being shared by the Municipality of Jasper and the Associated Ambulance through a lease agreement. Currently, the building is divided into major zones such as vehicle bays, offices, training spaces, support spaces, and residential spaces including bedrooms, living rooms, kitchens, and patio decks.

LOCATION:

518 Geike Street

DATE BUILT:

2002

DATE RENOVATED:

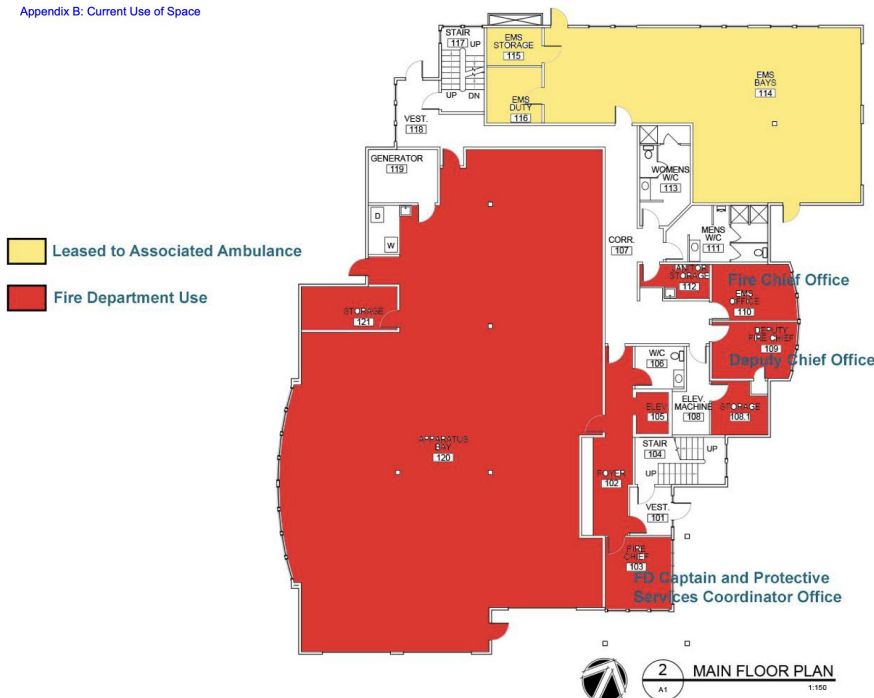
Not Applicable

HISTORICAL DATA:

The building was purpose-built in 2002 for the fire department and ambulance services when the Municipality was incorporated.



Appendix B: Current Use of Space



Emergency Services Main Floor Plan



OVERALL BUILDING CONDITION SUMMARIES

SUMMARY DESCRIPTION	ITEMS REQUIRING IMMEDIATE ATTENTION
ARCHITECTURAL & INTERIORS The interior flooring generally shows typical wear over its 20-year lifetime. The vinyl flooring in the circulation areas appears to be in good condition. The carpet in the classroom shows numerous stains and appears dated. With the expansion of the kitchen, it is assumed that some of the carpeting in that area will be replaced with hard surface flooring but this should be confirmed, particularly in eating areas. The dormitory-style rooms have laminate flooring that appears to be more recent. The vacant apartment has carpeting that appears to be original and is in fair condition.	● FLOORING REPLACEMENT: Flooring that is stained and dated is recommended to be replaced. Flooring in the kitchen is recommended to be a hard surface to avoid water ingress in the case of spillage.
BUILDING ENVELOPE Building envelope elements in general are functioning and in a good condition. However, based on site observation and discussions with building operators, a few items require minor repairs. See Appendix under <i>Emergency Services Building</i> for more information.	● MINOR REPAIRS: Refer to Appendix under <i>Technical Assessment for Emergency Services Building</i> for more information
MECHANICAL Staff provided feedback particularly about the preference for using energy recovery systems and more economic solutions for CO/NOx sensors. There is also opportunity to free up space by removing the tank filling station which can be used for other purposes. Overall and currently, there is no ventilation provided for the apartment suites on the second floor. This does not meet current code and if any renovations occur, units will need to be added to provide ventilation.	● CODE REVIEW (PROVISION OF VENTILATION): A code review is recommended to ensure fire protection is considered for the future use of the space in particular a provision of ventilation for the apartment suites on the second floor.

SUMMARY DESCRIPTION

ELECTRICAL

Electrical equipment appears to be original to the 2002 construction of the building. Conduit and devices appear to have experienced some wear in the firetruck bay, the electrical room, and the residential suite. Some light fixture covers are missing within the residential suite.

STRUCTURAL

In general the structure was not visible. There was not significant signs of damage to finishes, which could indicate deterioration of the structure, but the building has a history of water infiltration, which has led to recent repairs (on-going or considered).

Water infiltration can continue to have negative effect on lifespan of structure and can lead to early deterioration. It will be important for the Owner to stay on top of this condition. This could include scheduled building condition assessments and maintenance identifying leak locations early, especially in areas below the exterior decks. If leaks continue, capacity of structure and life-span could be affected. See Appendix under *Emergency Services Building* for more information.

CIVIL

While the majority of concrete works were replaced recently, there were some concrete areas with cracking observed.

ITEMS REQUIRING IMMEDIATE ATTENTION

- **REPLACE EQUIPMENT AS NEEDED:** Monitor if conduit and equipment are functioning as intended and consider replacement if it is required.
- **MONITOR WATER INFILTRATION:** Monitor sources of potential leak locations and address issues immediately.
- **FILL REPAIR:** These cracks are recommended to be repaired and filled in to avoid water infiltration and further damage to the concrete.



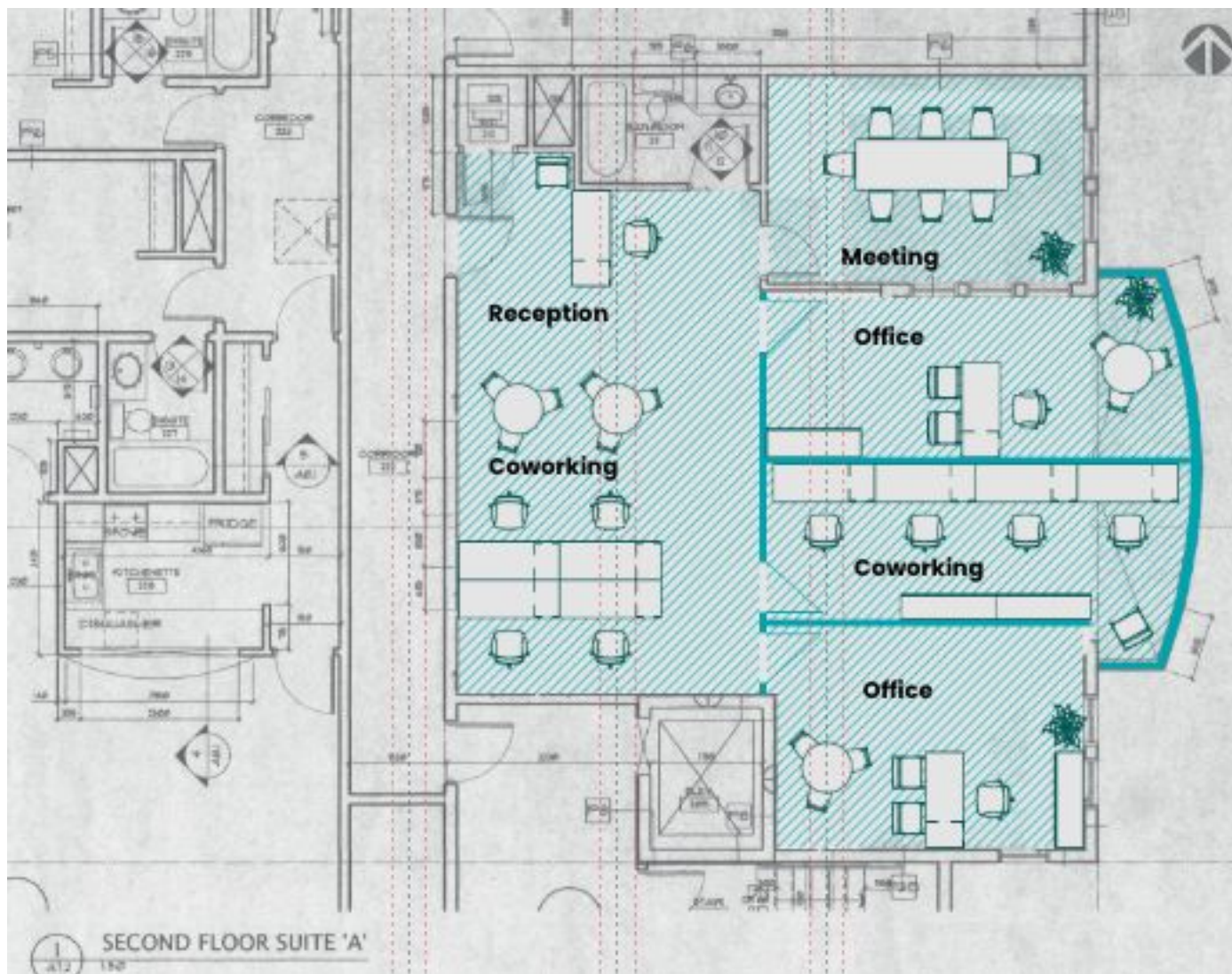
FUNCTIONAL ASSESSMENT

The Emergency Services Building includes programming such as vehicle bays, offices, kitchens, learning/training space, and residential spaces. The space generally hosts emergency services operations and administration teams and is not typically accessible to the public however it was noted that guided tours, training guests, and job interviews do take place here. The below chart is an overview of what we heard during the engagement sessions that are high level items currently expressed as 'not working' and are provided with recommendations to best address the concerns.

What Isn't Working?	Potential Opportunities
Insufficient Existing Mechanical System • Mechanical upgrades required in vehicle bay. • Air Exchange needs improving	Vehicle exhaust system replacement The current vehicle exhaust system is inadequate and should be improved or replaced.
Inefficient Spacing • Bays small, doors short • Limited space for growth in staff. • Inefficiently designed apartments (too large) • Second floor work / lounge space under designed for workstations and emergency response services • Building height is currently limiting future equipment growth and acquisitions.	Renovate suite #2 to be office spaces and address roof leaks Suite #2, which is currently a two-bedroom apartment, should be converted to an office environment as detailed in the sketch to follow.

Recommendations

The below sketch demonstrates the opportunity to convert the second floor apartment into additional working spaces. It is important to note that the existing mechanical system should be reviewed to ensure sufficient ventilation services are provided for the space in the future.



▲ Diagram of space reconfiguration recommendations for the Second Floor Apartment suite in the Emergency Services Building

5.0

**FUNCTIONAL
RELATIONSHIPS**

5.1 EXISTING ORGANISATION

Currently, Municipal employees are housed in a variety of spaces throughout town. These spaces include:

- The Activity Centre & Arena (including the finance wing)
- Fitness & Aquatic Centre
- Library and Cultural Centre
- Operations and Utilities Building
- Bylaw Enforcement Building
- Emergency Services Building
- Patricia Street Provincial Building

The functional diagram of these locations is shown below with the current configuration of people within the spaces. The people and positions that occupy the different buildings vary in responsibilities and function considerably but for the purposes of this study, they can be classified based on how closely their location and their job functions are connected. There are three main types of position that this plan is concerned with. These include the following:

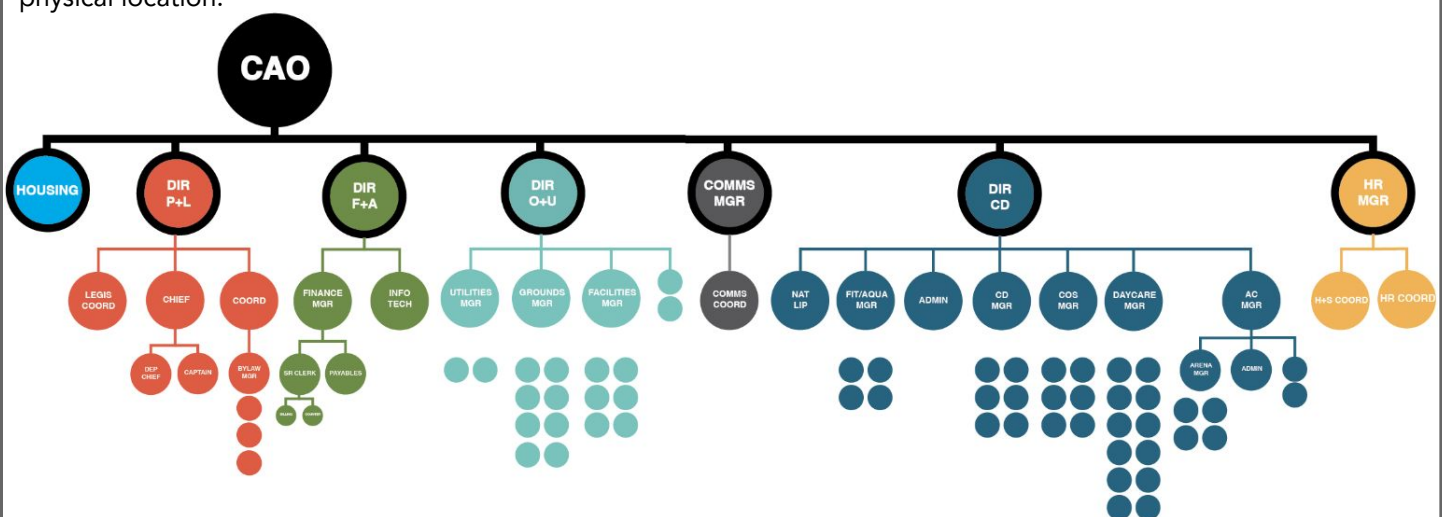
Location-Specific positions are individuals have tasks that are directly related to the building they occupy and this relationship forms a fundamental connection. For example, the Wildflower childcare program manager is connected to the location of the childcare space.

Location-Independent staff have job functions that are not tied to the location, such as the CAO currently located in the Activity Centre and who interacts with every department in the Municipality or the finance team who do not have functions related to operating the location. Positions such as these may have functional connections to others but not to the location itself.

Work-From-Home positions primarily could benefit from being accommodated within the offices at one of these locations or provided with hoteling spaces at one or more, however as the current organization is set up, these people are currently independent of location.

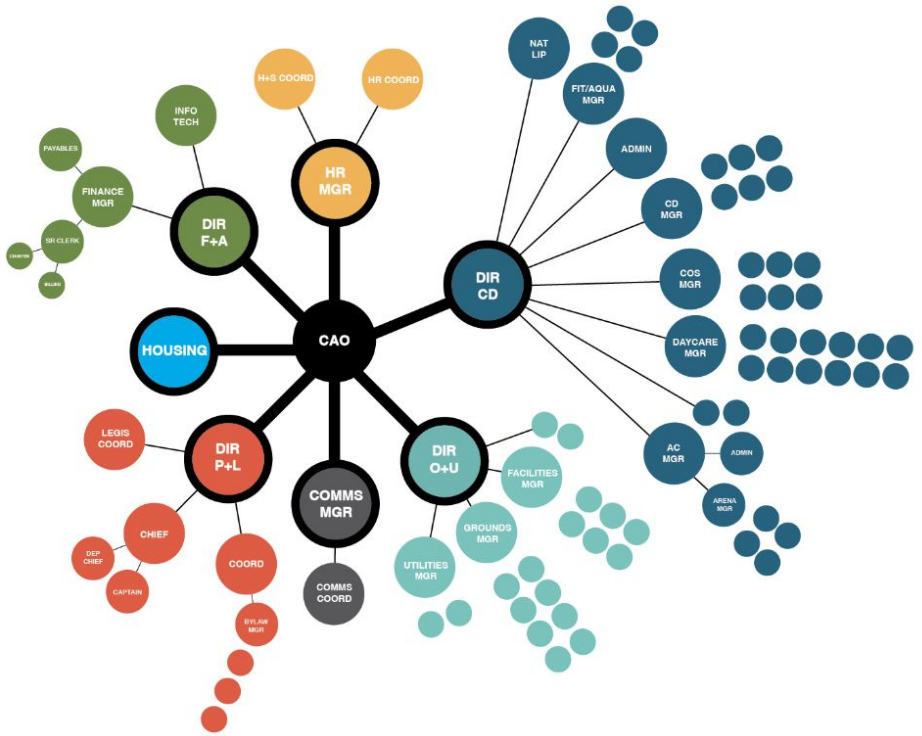
Organizational Structure

Below demonstrates the reporting structure and organizational structure of the municipality. This has a direct impact on how the physical space is organized but these functional groups do not necessarily translate directly into their physical location.



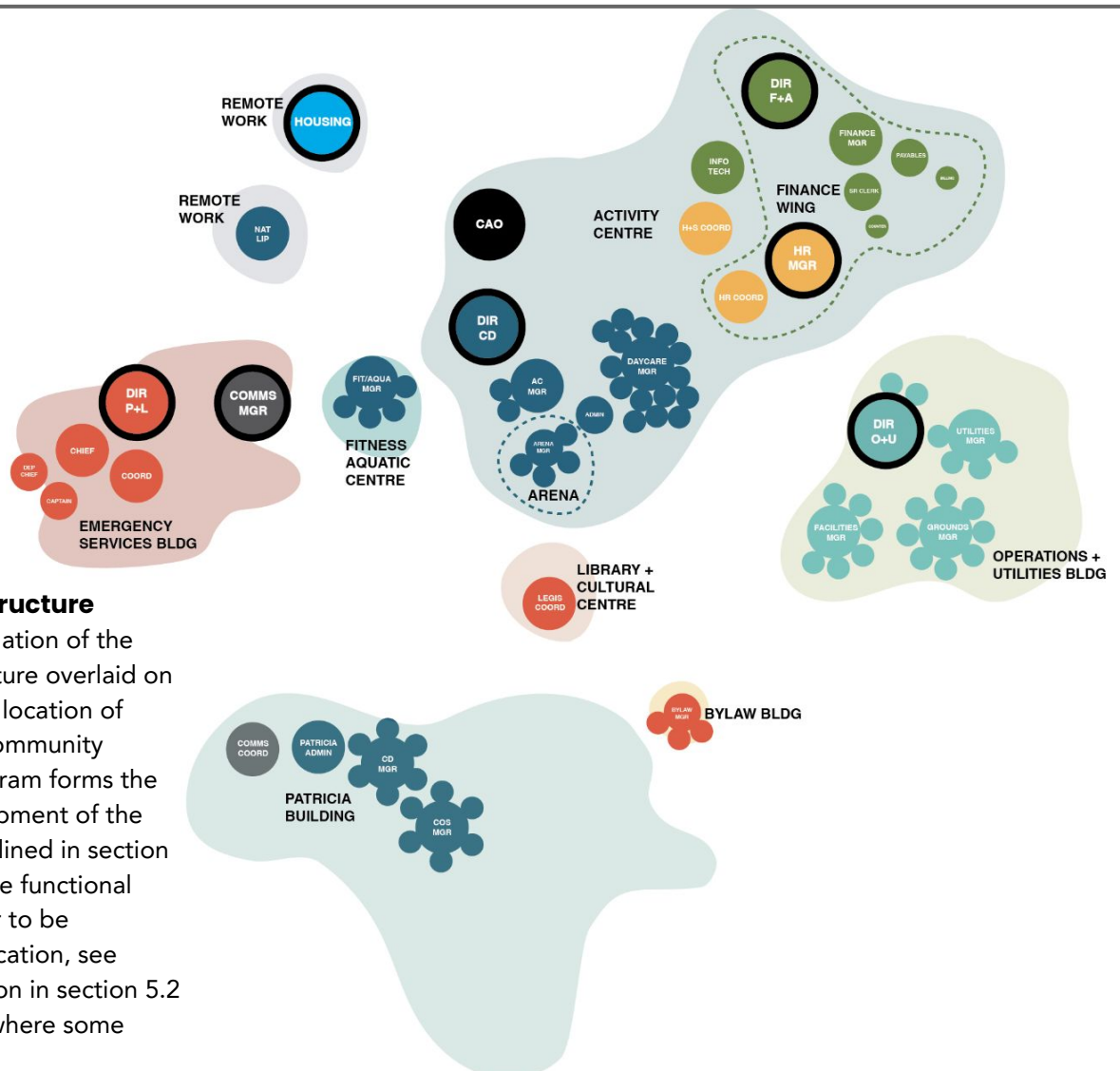
Radial Organizational Structure

Reorganizing the organization chart to a radial style reporting structure more closely shows how communication and reporting function on a day-to-day basis with less influence on the hierarchical structure and more of a focus on the divisional structure of the municipality.



Physical Organizational Structure

This is a direct translation of the organizational structure overlaid on the relative physical location of people within the community buildings. This diagram forms the basis for the development of the various scenarios outlined in section 6. While many of the functional relationships appear to be connected to the location, see additional information in section 5.2 as a description of where some opportunities exist.



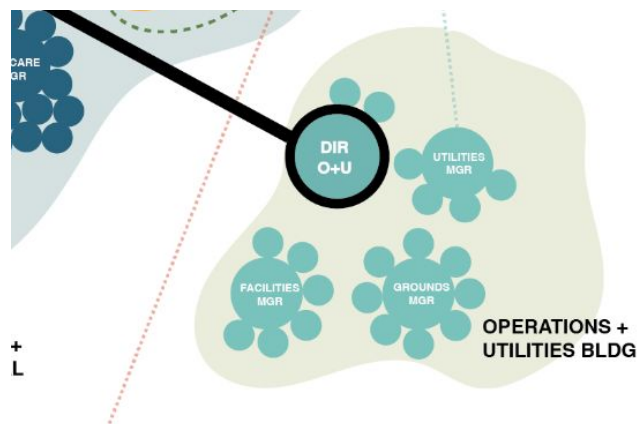
5.2 EXISTING STAFF LOCATIONS

The following charts identify the locations of municipal staff in the various facilities within the facilities. This information is further developed within the functional diagrams to illustrate the relationship between people within the organisation.

Operations & Utilities Building (1 Compound Road)	Total	36
Director of Operations	1	
Buildings and Asset Manager	1	
Utilities Manager	1	
Operations Service Manager	1	
Admin Assistant Program Coordinator	1	
Public Works Grounds, Roads Lead Hand	1	
Grounds Lead Hand	1	
Public Works/Grounds Labourer	4	
Public Works/Grounds Labourer Term	5	
Heavy Equipment Operator	4	
Water Wastewater Lead Hand	1	
Water Wastewater Junior Operator Term	1	
Water Wastewater Operator 1	2	
Water Wastewater Operator 2	1	
Solid Waste Lead Hand	1	
Solid Waste Operator	3	
Recycle/Solid Waste Driver	1	
Fleet Mechanic	1	
Maintenance Lead Hand	1	
Maintenance Worker	3	
Millwright/Plumber Gasfitter	1	

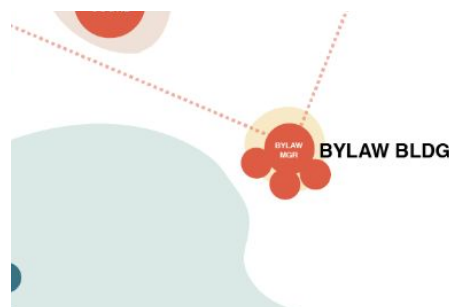
Operations & Utilities Building

The operations building is both an office space and space for large equipment and vehicles. The building is also part of the overall compound with exterior storage of equipment and materials. As these uses are tied together, many of the people working in the building are tied to other aspects of the site and are housed in the most appropriate location. There are clear ties to other facilities within the municipality through connections such as utilities and billing for those utilities. The staff who are located at this building are not all permanent and many report to the site but do not remain during their workday. As such, the increase in touchdown space discussed in section 4 will accommodate many of the people in the chart to the left.



Bylaw Building

Bylaw enforcement officials are currently located in the Compound road location which has some challenges. As the building was apparently built more as an animal control station, this location is not purpose built for the staff it houses and does not have an overly effective layout to suit their needs. The cages are occasionally used but the staff indicated they do not house animals there very often and it appears that an alternative solution may be possible at this or another location. Additionally, the location is not appropriate for the work as it is well away from the town centre and not convenient to a significant amount of the work that needs to be conducted. A new location that includes a more secure counter - potentially in conjunction with a multi-services approach - and better work stations and such should be sought.



Bylaw Building (Compound Road)	Total	4
Licensing & Enforcement Manager	1	
Community Peace Officer	1	
Bylaw Enforcement Officer	1	
Municipal Compliance Officer	1	

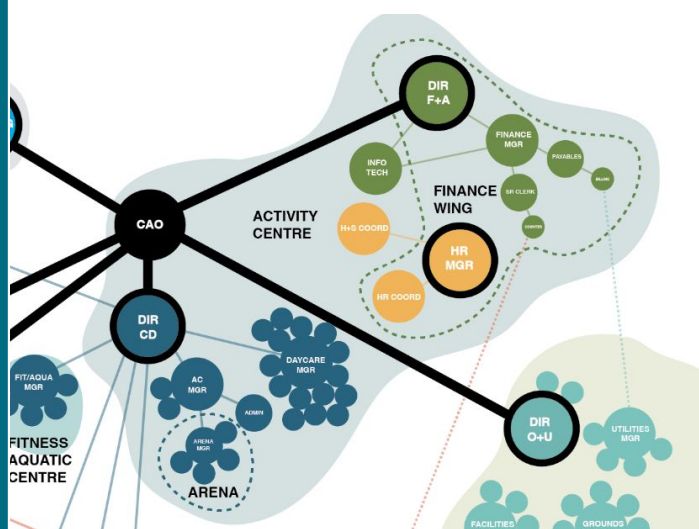
Activity Centre

Administration Offices & Finance Wing

The administration offices at the activity centre include a mixture of municipal staff members who are tied to the location and others for whom the day-to-day activities are not tied to the building itself. These are marked by an asterisk (*) in the chart to the right. While these positions are not necessary to be located at this location, they are here based on the availability of space in the building. If more space is needed at the activity centre, this presents an opportunity to decant these areas to a leased space or other centralized administrative office to allow programs and other activities to move within the building - to avoid too much use of spaces without daylight - to these areas.

Arena

The arena staff in this area of the building are located for the work they conduct and shouldn't be relocated.

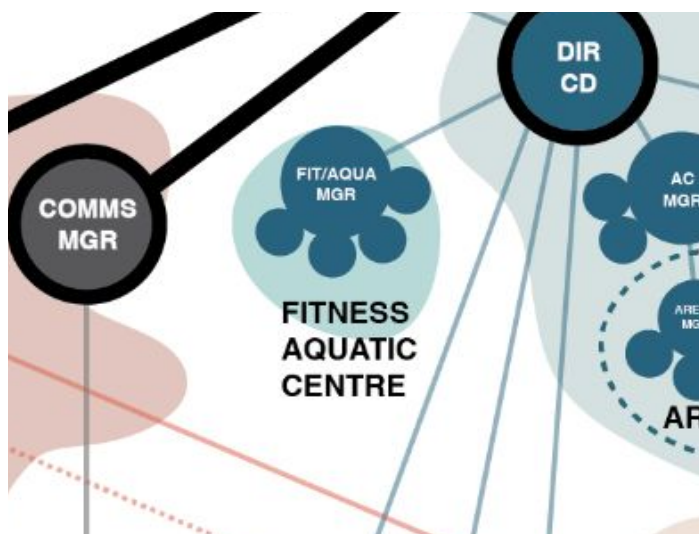


Activity Centre (303 Pyramid Lake Road)	Total:	49
Administration Offices	Subtotal:	37
CAO*	1	
Director of Community Development*	1	
Activity Centre Manager	1	
Health & Safety Coordinator*	1	
Childcare Services Manager	1	
Childcare Services Assistant Manager	1	
Out of School Care Assistant Manager	1	
Administrative Assistant	1	
Childcare Teachers	18	
Administrative Coordinator	1	
Custodian	7	
Clerk II	3	
Finance Wing	Subtotal:	8
Director of Finance & Administration*	1	
Finance Assistant/Accounts Receivable*	1	
Finance Assistant/Reception*	1	
Payables Clerk*	1	
Senior Finance Assistant*	1	
Finance Manager*	1	
Human Resources Manager*	1	
Human Resources Coordinator*	1	
Arena	Subtotal:	4
Arena Manager	1	
Arena Junior Operator	1	
Arena Operator Lead Hand	1	
Arena Operator/Custodian	1	

Fitness and Aquatics

The only people working out of this location are there because their position and associated work is directly related to the programs and services of the building.

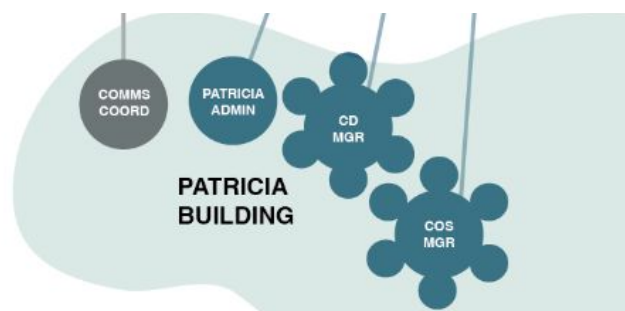
Fitness & Aquatic Centre (303 Pyramid Lake Road)	Total	10.5
Fitness & Aquatic Centre Manager	1	
Fit/Aqua Administrative Coordinator	1	
Senior Clerk	1	
Head Lifeguard/Instructor	1	
Senior Lifeguard II	1	
Senior Lifeguard II/Instructor	1	
Lifeguard	4.5	



627 Patricia Street Provincial Building	Total	21
Community Development Manager	1	
Community Outreach Services Manager	1	
Client Services Coordinator	1	
Project Coordinator	1	
Local Immigration Partnership Coordinator	1	
Communications & Graphic Design Coordinator	1	
Outreach Worker	4	
Outreach Worker (Extended Term)	2	
Community Development Coordinator	3	
Program Outreach Support	2	
Administrative Assistant	1	
Program Settlement Worker	2	
Settlement (Extended Term)	1	

Patricia Street Building

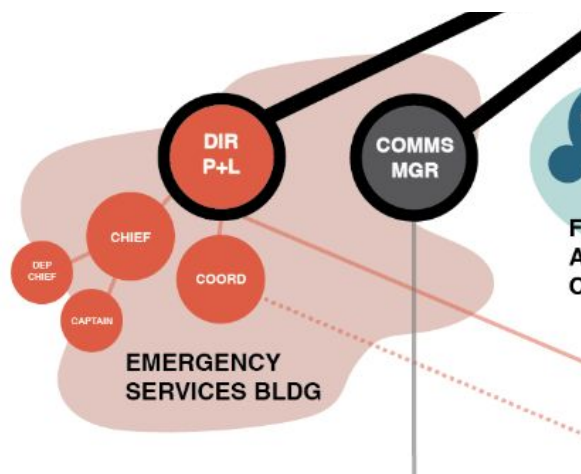
This space is currently leased from the Provincial Government whose use of office space in the town centre have reduced over recent years. This space currently houses many of the community development staff and including many front-facing service providers, some of which are often out in the community. The office location appears to be working well and the staff working at this location have connections to staff at other locations, most notably the Activity Centre. Additionally, this location provides an opportunity should additional space be required for Municipal uses as much of the available office space is nearby and would connect more staff together on a daily basis. For example, if the Provincial Government were to vacate more space, this could be an opportunity to consolidate uses in this area.



Emergency Services Building

The staff located at the emergency services space are generally tied to the building itself, with the possible exception of the communications manager for whom co-locating has benefits to communicating with residents during emergency events or others. There is no significant opportunity to relocate staff from this site, however, there is limited opportunity for other staff to relocate to this space, should it not significantly interfere with ongoing operations. For example, should the residential space that is not very well used be renovated to office accommodation, groups such as the bylaw services officers could relocate to this space to achieve a better working environment. The pairing of fire, ambulance and peace officers/police is common in many jurisdictions and precedents could be explored to better understand how to achieve this, if desired.

Emergency Services Building (Geikie Street)	Total	6
Director of Protective Services	1	
Fire Chief	1	
Deputy Fire Chief	1	
Captain of Training & Prevention	1	
Protective & Legislative Administrative Assistant	1	
Communications Manager	1	

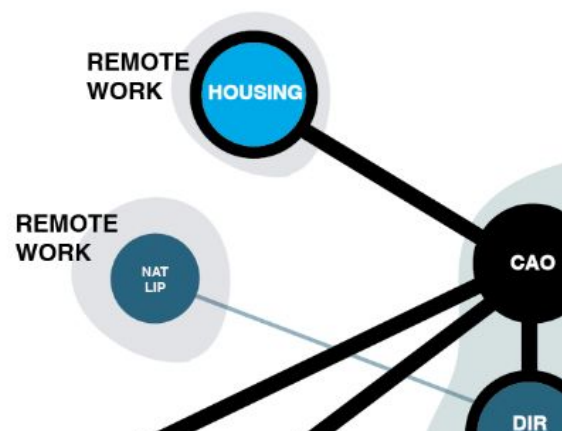


Library & Cultural Centre (500 Robson Street)	Total	1
Legislative Services Coordinator/Council	1	

Municipal staff at the Library and Cultural Centre is limited to one staff member to support the council members and other legislative services tasks. As this position is tied to the council chambers and support, this position is likely to remain at this location for the long term but should the chamber move to a location other than the multipurpose space, this position would move accordingly.

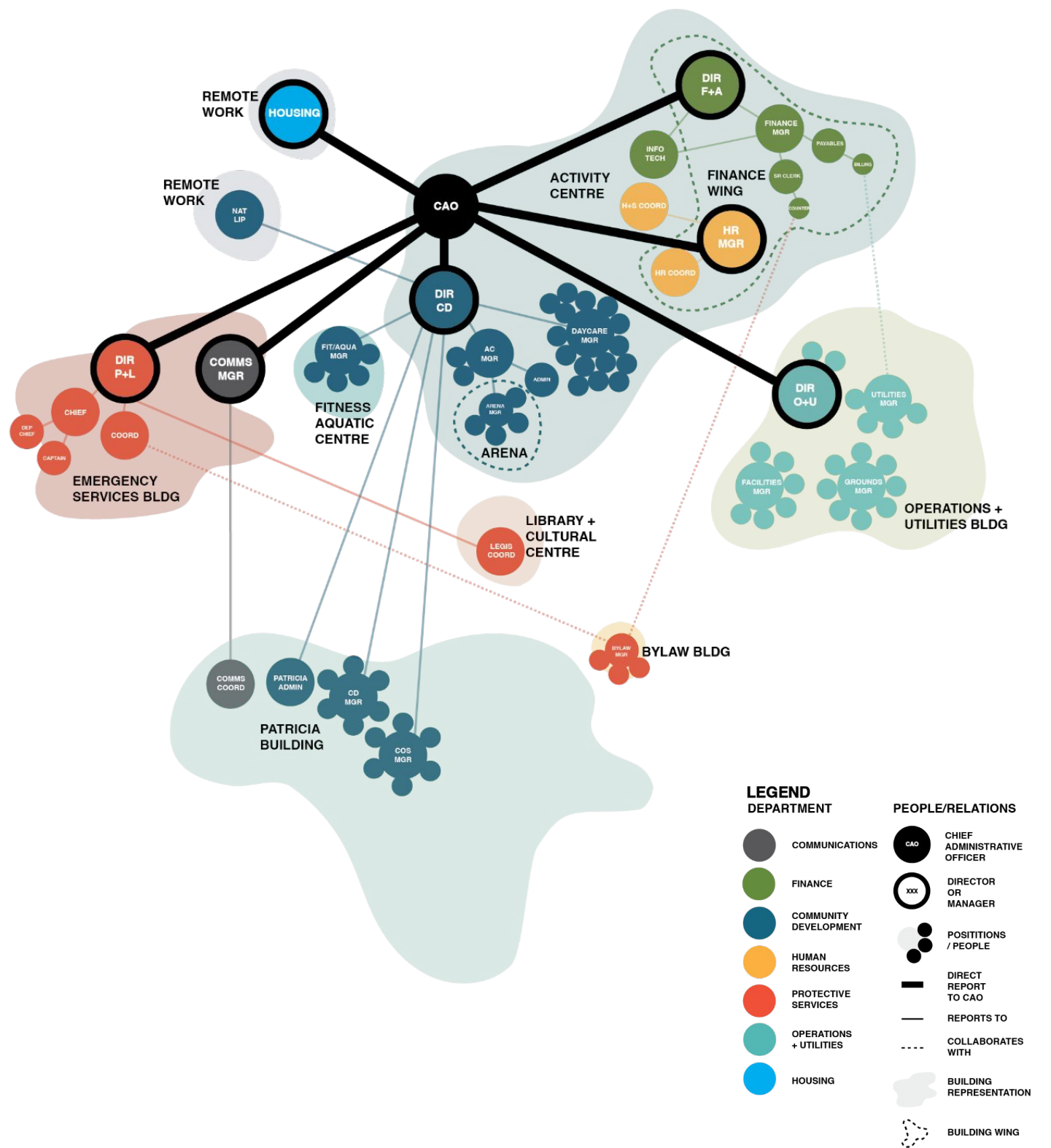
Remote (From Home)		Total	3
	Municipal Housing Coordinator	1	
	Municipal Energy Manager (Vacant)	1	
	National Immigration Partnership Coordinator	1	

For the purpose of this study, it is assumed that the staff that currently work from home do so based on the function of their position. However, should this change, it is suggested that these positions be given a location along with the people they report to and report to them to allow for a daily connection. For those positions that primarily are from home, there should be hoteling spaces in one or more location to allow them to work in the office periodically or as a touchdown space between meetings.

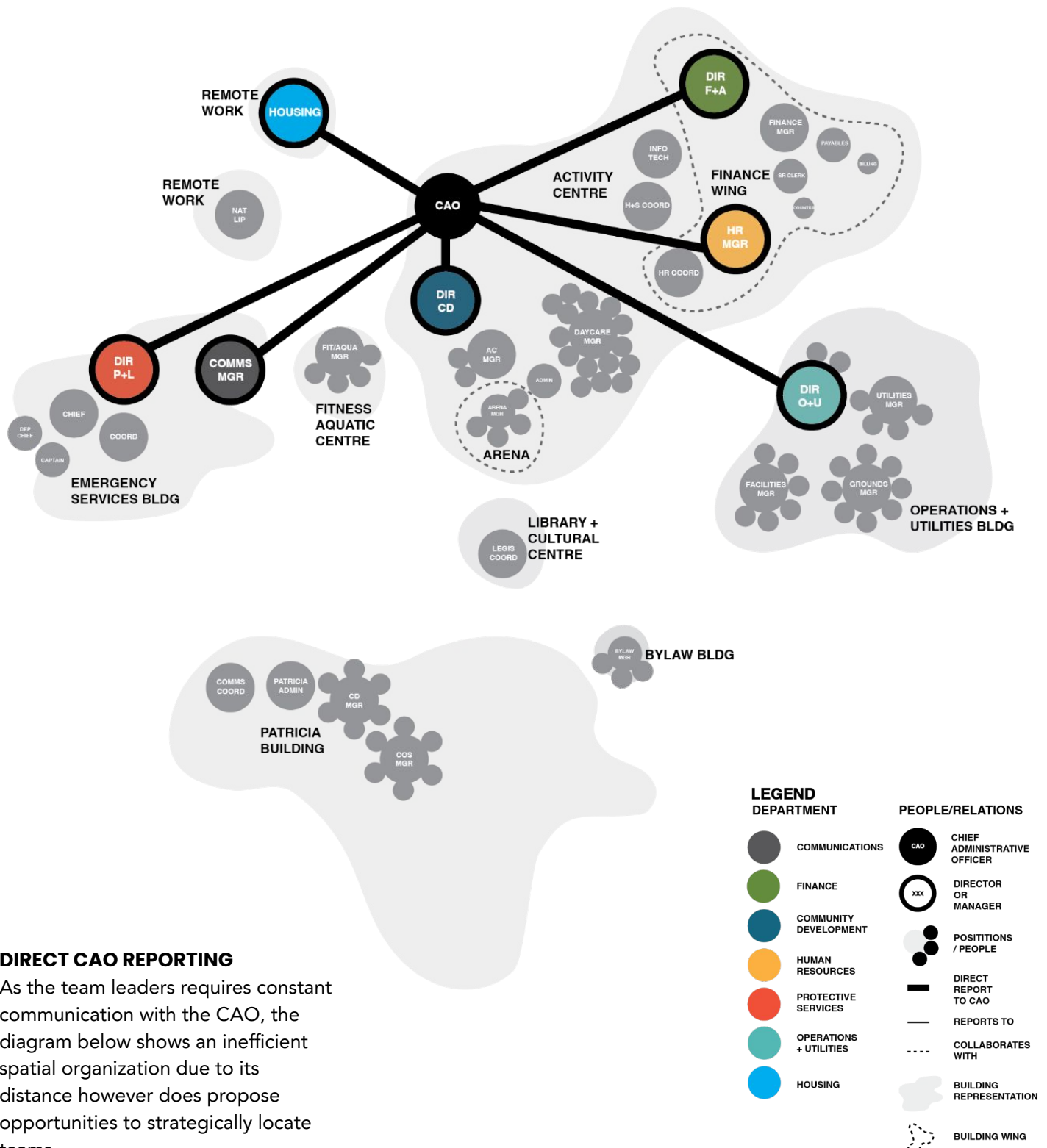


OVERALL REPORTING STRUCTURE

The diagram below illustrates the physical locations and the functional relationships between the various departments. The spacing as well as the crossover of lines highlight the current issue which is the inefficient proximity between teams as many work together on a daily basis or would benefit from being located adjacent to another department..



5.3 DIRECT REPORTING TO CAO



DIRECT CAO REPORTING

As the team leaders requires constant communication with the CAO, the diagram below shows an inefficient spatial organization due to its distance however does propose opportunities to strategically locate teams.

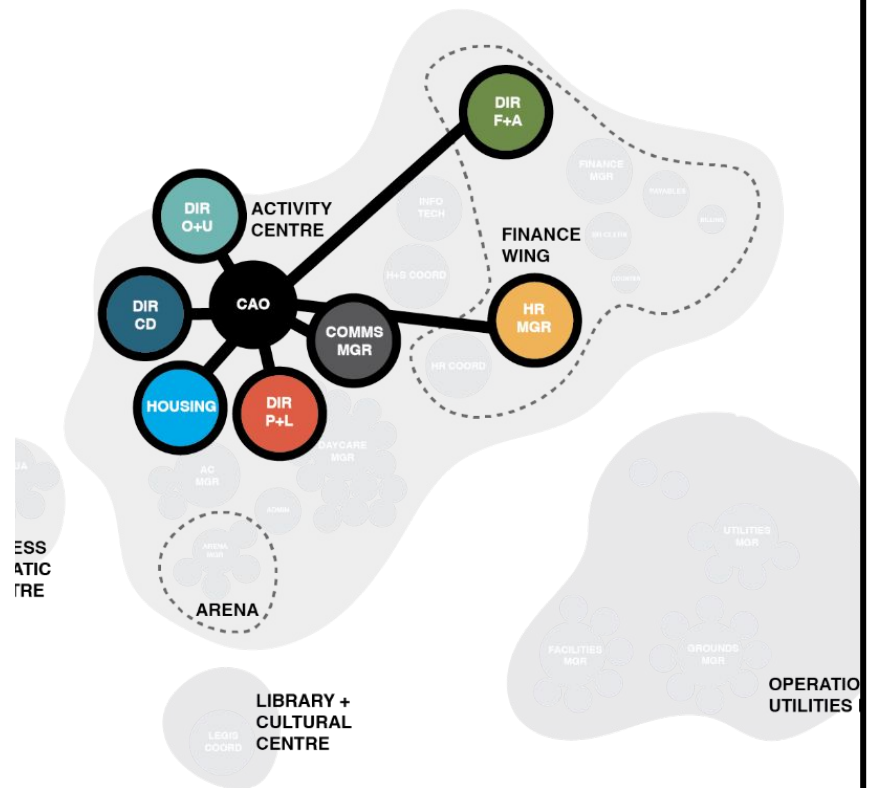
5.4 CONCEPTUAL POSSIBILITIES

Consolidate Directors

Provided there is sufficient space in the Activity Centre or another location, there is opportunity to relocate to create a hub for team leads and directors. In this case, people could move into the activity centre as there is potential to improve the current office condition but also the re-programming and addition of new offices are possibilities.

Pros: The CAO has direct connections to the directors and managers. Moves administration closer to a central location for residents to visit for information.

Cons: The managers and directors become more disconnected from their staff and the programs they run. A larger space will need to be created to house relocated staff.

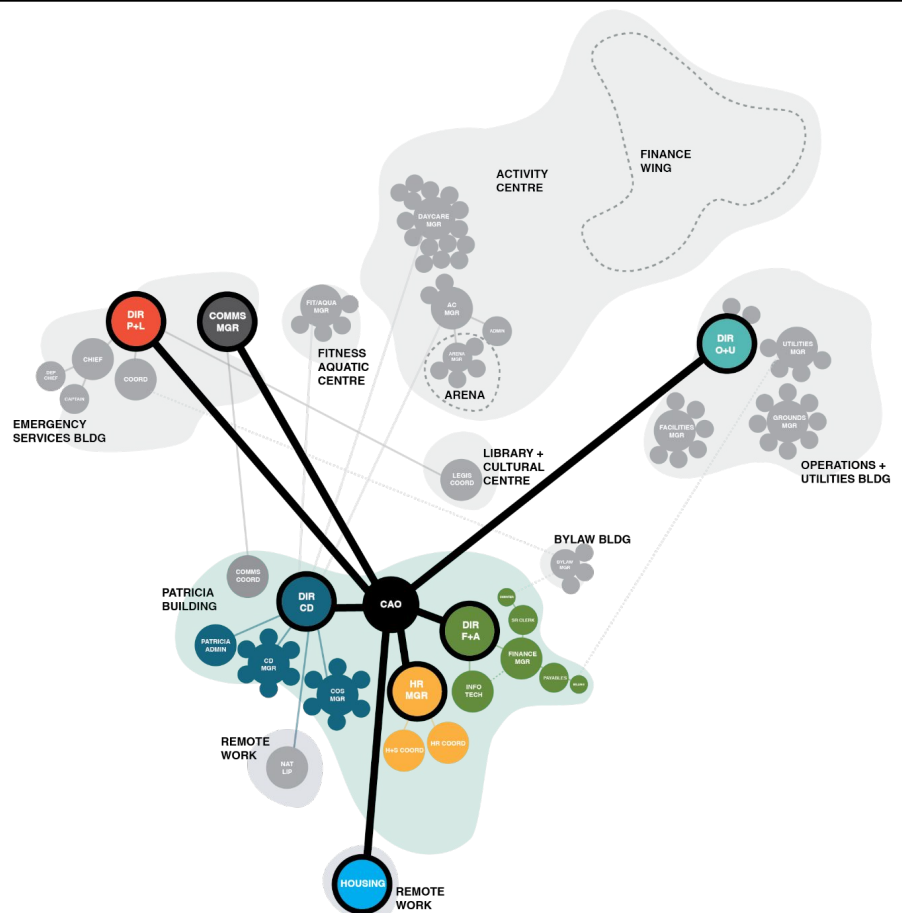


Administrative Hub

By creating an administrative hub that relocates staff whose position is not tied to the building and programs within it, it is possible to achieve more capacity for community programming and other uses within these locations. The people being located at this location would be those who provide direct services in the community or are not front-facing staff.

Pros: Space is freed up in community buildings for programming and expansion. Administrative staff may benefit from colocation and collaboration. Activities at other locations may be less disruptive to office staff (eg. community celebrations or tournaments). Moves administration closer to a central location for residents to visit for information.

Cons: Space will need to be identified, or current spaces renovated to accommodate more staff members.

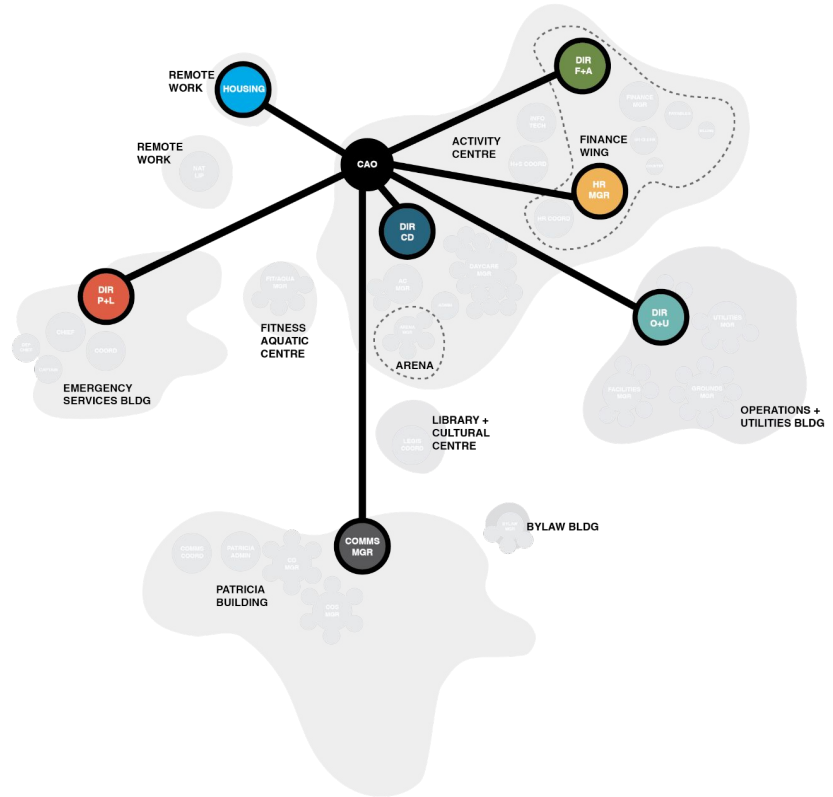


Fully Decentralized

Creating a model where the decentralization of staff is the norm. This would potentially create a community resource hub at the Patricia Street location as it stands, locate an administrative office in another location such as a renovated Finance Wing and have smaller offices where only those reporting to each director are located.

Pros: Closest to the current condition. Creates smaller space needs for each work group. Keeps directors and managers with direct staff.

Cons: Less opportunities for collaboration. Less flexibility for reorganization of staff. Likely will create more duplicated flex space at each location to accommodate visitors.

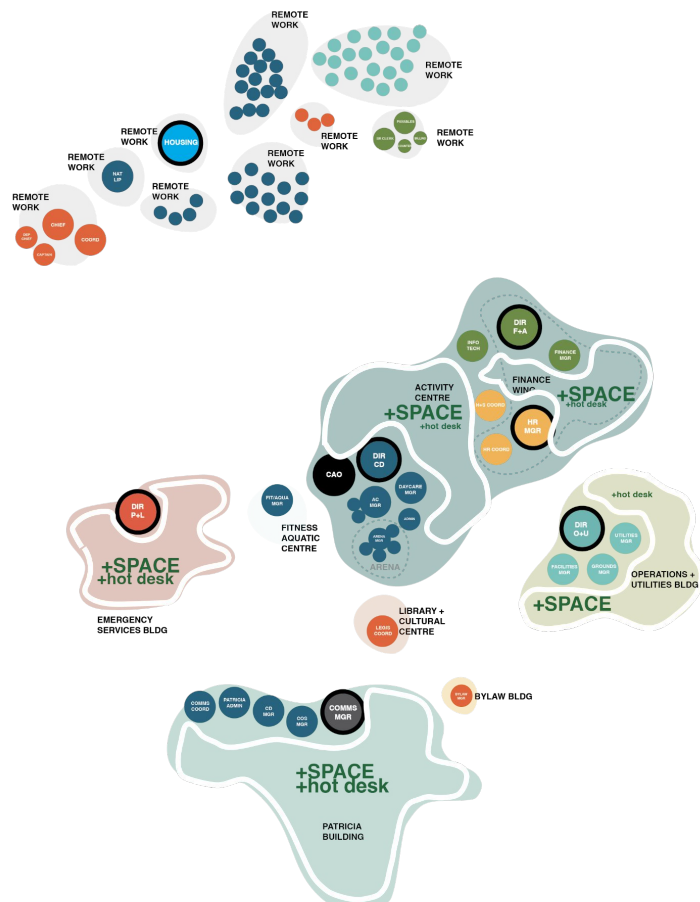


Hot Desk Model

This model - used by some larger organizations to save space - leans into the idea that many people will work from home and will only need hot-desking locations. This would remove assigned workstations for all staff and create a booking system to allow people to book a desk or a room as needed.

Pros: This has the potential to create the lowest demand for space. Creates more interconnection between work groups as desk neighbours change on a daily basis.

Cons: Can create confusion where finding people changes on a day to day basis. Not likely to find as much savings as larger organizations based on the size of the staffing load.



SCENARIO 1: RELOCATE BYLAW TO PATRICIA

DESCRIPTION

Scenario 1 involves the relocation of the Bylaw Enforcement Team as well as the CAO and Activity Centre Directors from their current buildings to the Patricia Building in downtown Jasper. This involves acquisition of leased space, relocation of teams, and reconfiguration of space to accommodate the proposed scenario.

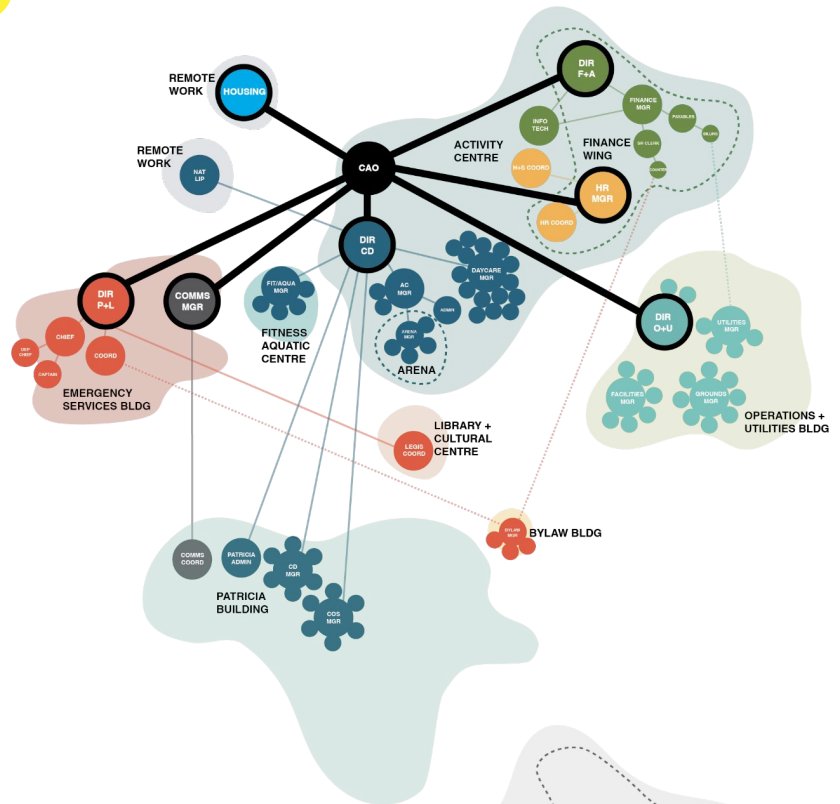
PROS

1. Brings teams together to allow for a more productive working relationships between teams.
2. Creates space in the Activity Centre and Bylaw Enforcement Building.
3. Better working conditions for Bylaw Enforcement Team.
4. Leased space will provide relief from the current Patricia Building.

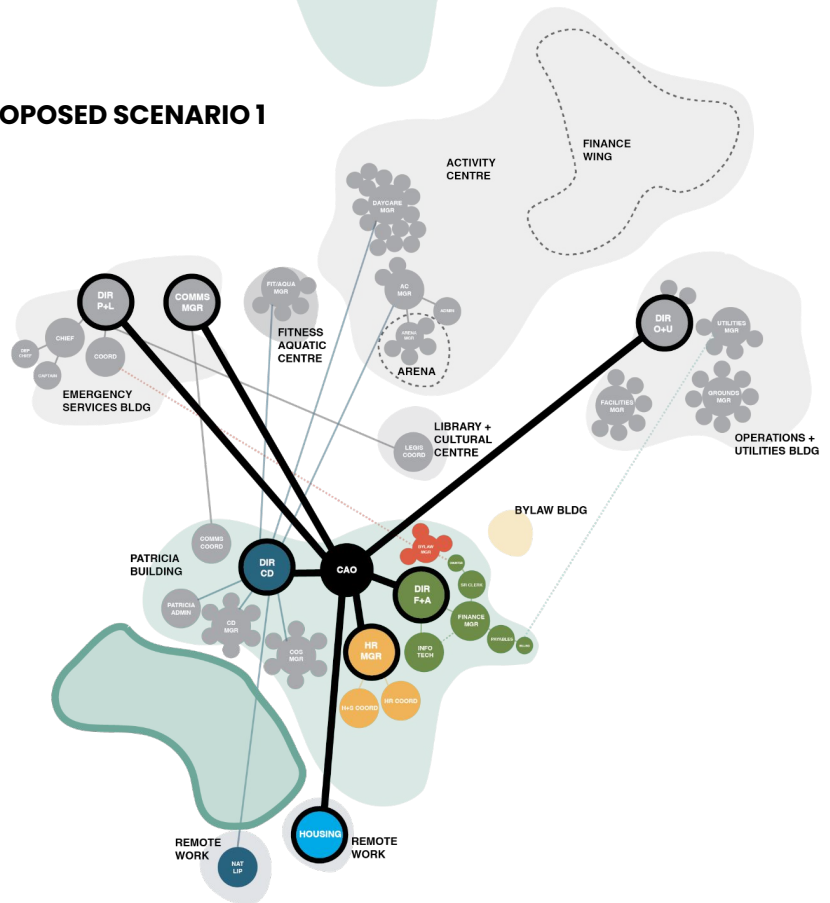
CONS

The acquisition of leased space is not guaranteed. This suggests that there may be less space available (depending on staff mobility factors) than if the space was acquired. The current space will also require interior renovation to accommodate varying staff attendance and will have an associated cost.

EXISTING CONDITIONS



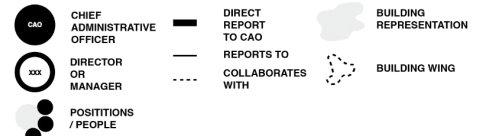
PROPOSED SCENARIO 1



LEGEND DEPARTMENT

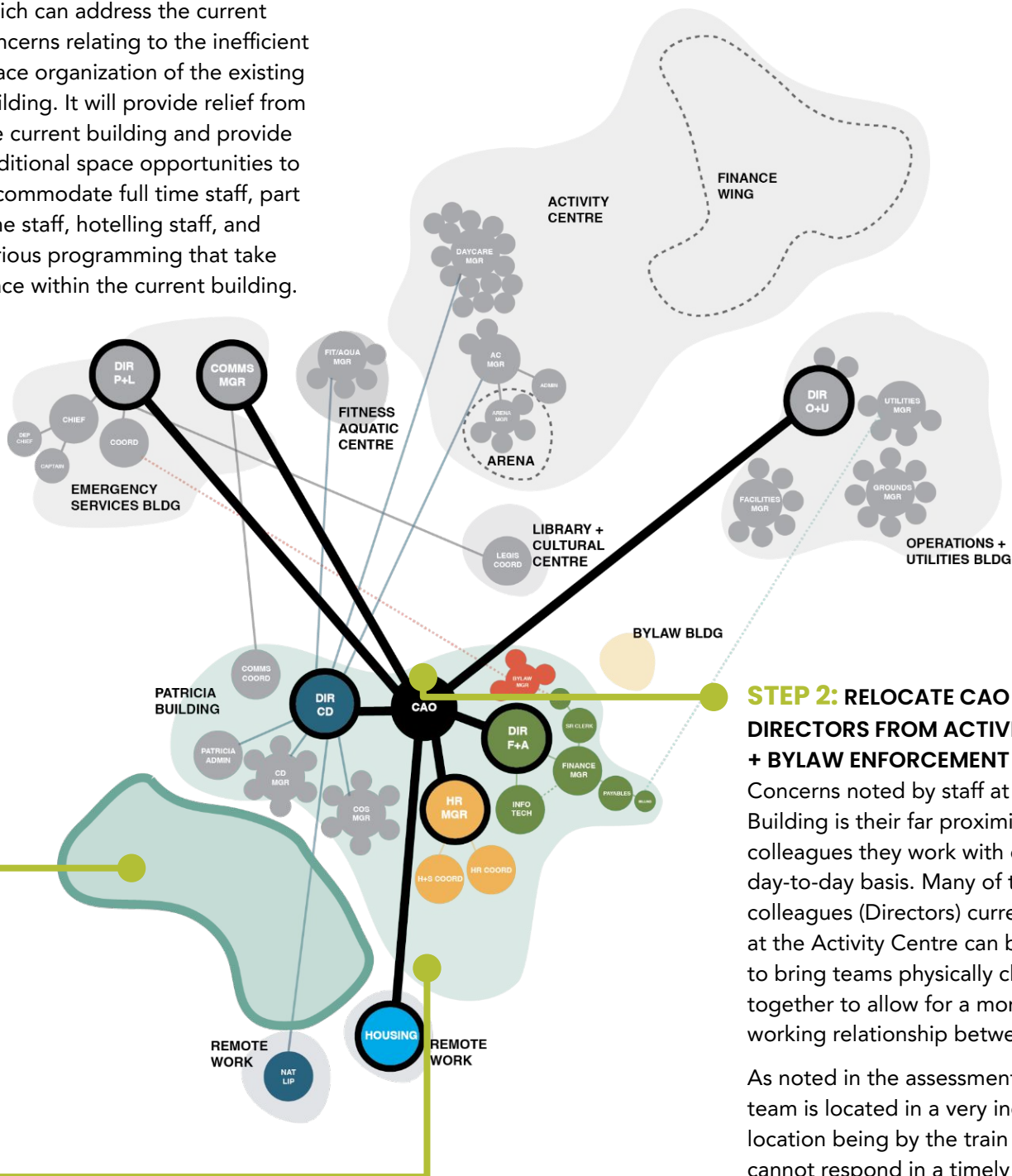


PEOPLE/RELATIONS



STEP 1: FIND LEASABLE SPACE

The acquisition of lease space will allow for the expansion of space which can address the current concerns relating to the inefficient space organization of the existing building. It will provide relief from the current building and provide additional space opportunities to accommodate full time staff, part time staff, hotelling staff, and various programming that take place within the current building.



STEP 3: CONSOLIDATE AT PATRICIA

The Patricia Offices will require some space redesign to ensure all varying staff attendance are accommodated. This includes designing for users such as full-time, part-time, hotelling guests, and the general public with workspaces that accommodate the programs that take place within the building. Refer to Section 2 for Design Guidelines + Standards for examples of varying space types.

STEP 2: RELOCATE CAO AND DIRECTORS FROM ACTIVITY CENTRE + BYLAW ENFORCEMENT TEAM

Concerns noted by staff at the Patricia Building is their far proximities with colleagues they work with on a day-to-day basis. Many of these colleagues (Directors) currently located at the Activity Centre can be relocated to bring teams physically closer together to allow for a more productive working relationship between teams.

As noted in the assessment, the Bylaw team is located in a very inefficient location being by the train tracks and cannot respond in a timely manner when a train is passing by. The space is also very cramped and struggle with privacy and odour concerns from the kennels. Moving the Bylaw team to the Patricia Building will allow for better working conditions due to better location, more efficient workstations, and away from kennel odours.

SCENARIO 2: RELOCATE BYLAW TO EMERGENCY + PATRICIA COMMUNITY DEVELOPMENT TEAM TO ACTIVITY CENTRE

DESCRIPTION

Scenario 2 involves the renovation of the second floor suite of the Emergency Services Building to create space for the Bylaw Enforcement Team. The CAO and Directors (except for the Community Development Director) would then relocate from the Activity Centre and into the Patricia Building. Finally, the Community Development team would relocate to the Activity Centre.

PROS

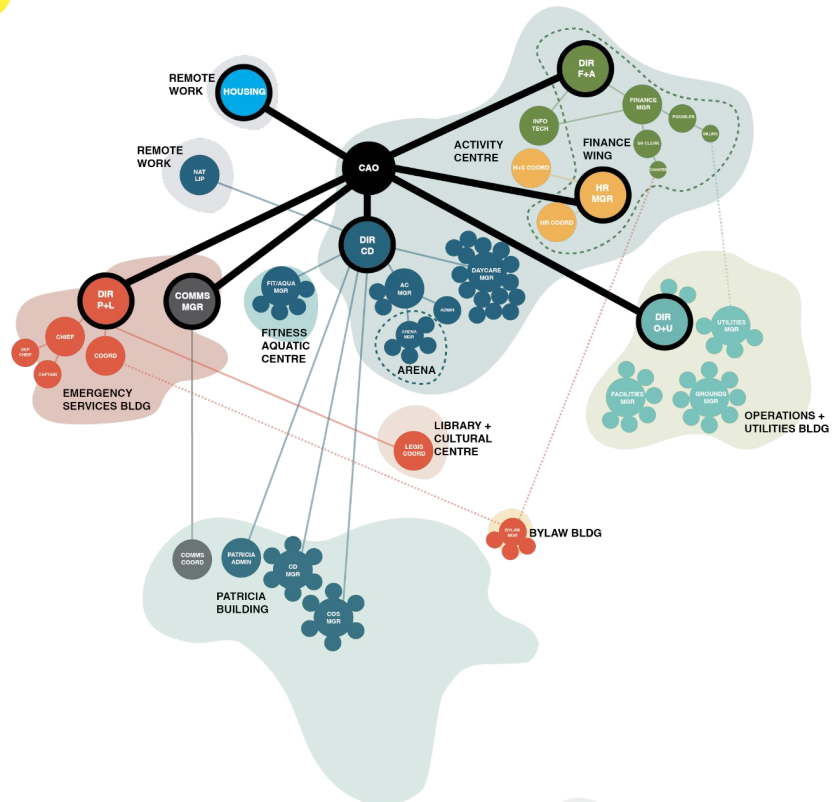
1. The pros of this scenario are the same as the first three noted in Scenario 1.
2. Minimal construction at Patricia.
3. Consolidation of Community Development Team at Activity Centre.

CONS

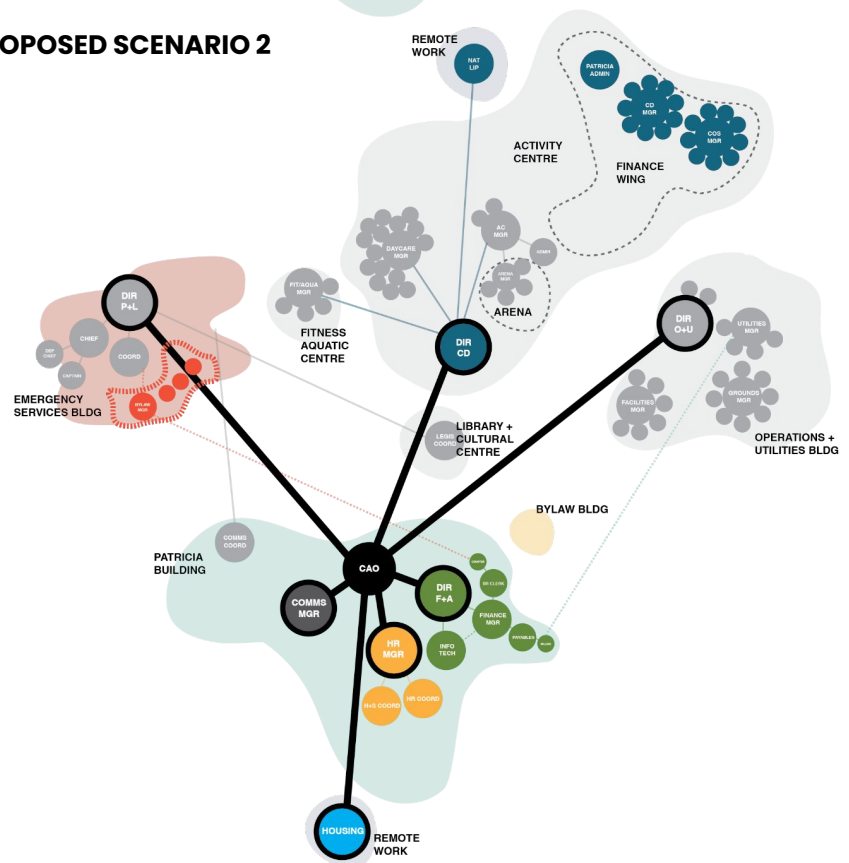
Risk of insufficient work space at Activity Centre.

Renovations will need to take place at the Emergency Services Building which may disrupt existing tenants.

EXISTING CONDITIONS



PROPOSED SCENARIO 2



LEGEND

DEPARTMENT

- COMMUNICATIONS
- FINANCE
- COMMUNITY DEVELOPMENT
- PROTECTIVE SERVICES
- OPERATIONS + UTILITIES
- HOUSING
- HUMAN RESOURCES

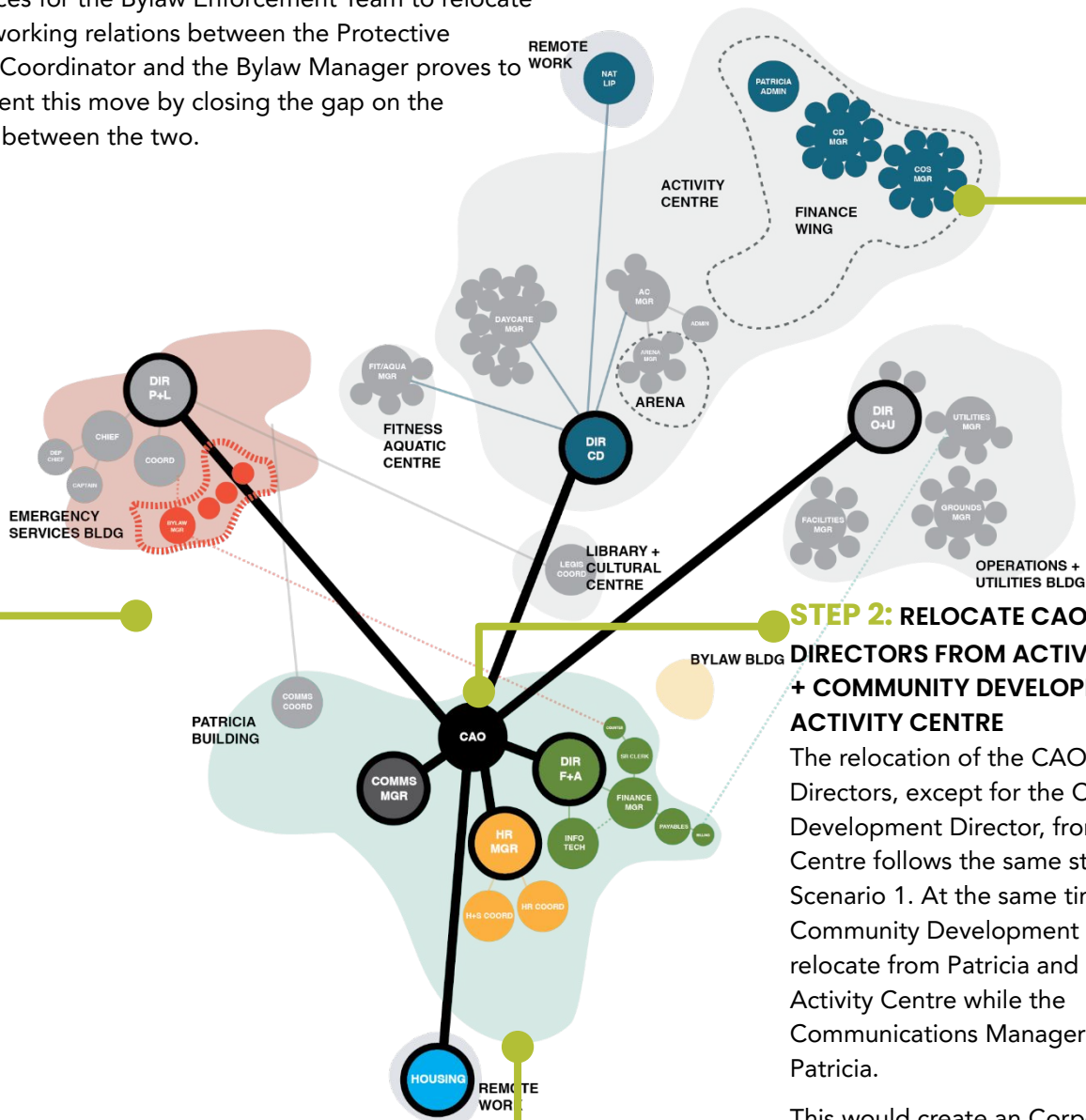
PEOPLE/RELATIONS

CAO: CHIEF ADMINISTRATIVE OFFICER
 XXX: DIRECTOR OR MANAGER
 POSITIONS / PEOPLE
 DIRECT REPORT TO CAO
 REPORTS TO
 COLLABORATES WITH
 BUILDING REPRESENTATION
 BUILDING WING

STEP 1: RENOVATE SECOND FLOOR AT EMERGENCY SERVICES + RELOCATE BYLAW ENFORCEMENT HERE

Based on the functional assessment, It was noted that the second floor residential suite of the Emergency Services Building is currently underutilized. This provides opportunity to renovate the space to provide additional workspaces for the Bylaw Enforcement Team to relocate to. The working relations between the Protective Services Coordinator and the Bylaw Manager proves to compliment this move by closing the gap on the distance between the two.

This scenario would address the noted concerns by providing uninterrupted access during deployment, better privacy/working conditions, and overall a better workspace. If this scenario is deployed, the current Bylaw Building would be relieved thus creating space to accommodate other programs.



STEP 2: RELOCATE CAO AND DIRECTORS FROM ACTIVITY CENTRE + COMMUNITY DEVELOPMENT TO ACTIVITY CENTRE

The relocation of the CAO and Directors, except for the Community Development Director, from the Activity Centre follows the same strategy as Scenario 1. At the same time, the Community Development team would relocate from Patricia and into the Activity Centre while the Communications Manager relocates to Patricia.

This would create an Corporate Services like hub that can be accessed more efficiently due to the central location of Patricia. Moving the Community Development team to the Activity centre is to consolidate the team within one space. Finally, due to the relocation of the Bylaw Enforcement Team and Community Development away from Patricia, suggests the alleviation of space pressures in the Patricia Building compared to Scenario 1.

STEP 3: CONSOLIDATE AT PATRICIA

Step 3 of this Scenario follows the same step strategy as Scenario 1. The focus of this step is to design the space so it accommodates the various user groups and their respective programs. Section 2 provides additional information on workplace design and guidelines.

SCENARIO 3: NEW BUILD

DESCRIPTION

Scenario 3 involves the relocation of the Administrative teams to one new location. The Bylaw Enforcement Team has the option to follow Scenario 2's proposal of renovating the second floor of the Emergency Services Building to relocate there however may also have the opportunity to move to the new administrative building. This scenario is likely a long term solution that requires additional engagement and discussion to fully execute if selected.

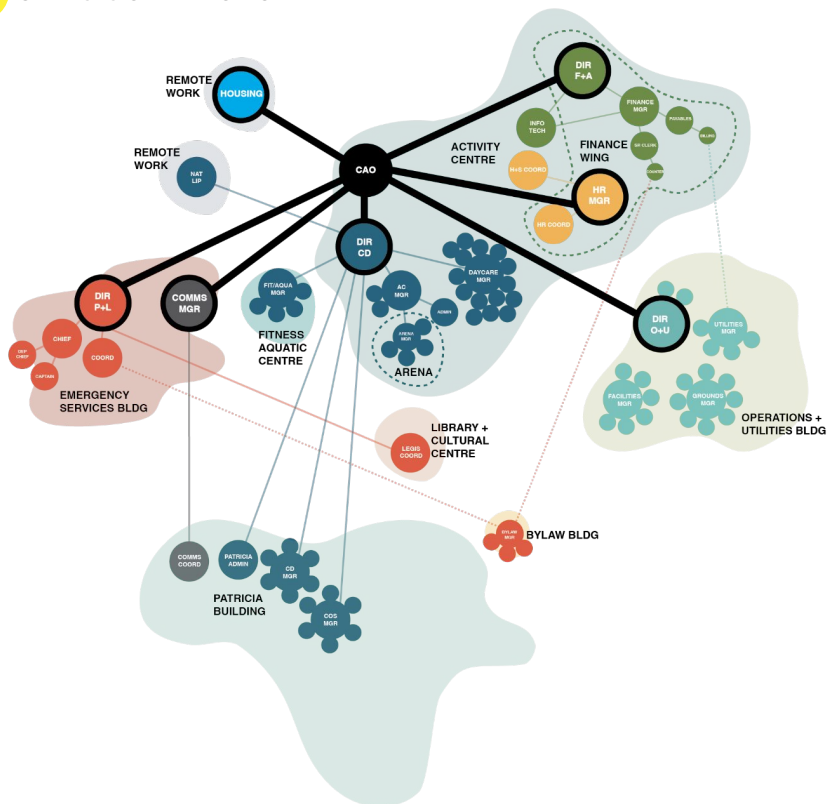
PROS

1. The pros of this scenario are the same as the first three noted in Scenario 1.
2. This Scenario would alleviate space in the existing buildings therefore creating space for repurposing.
3. Opportunity for job creation and additional staff support to departments who require this.

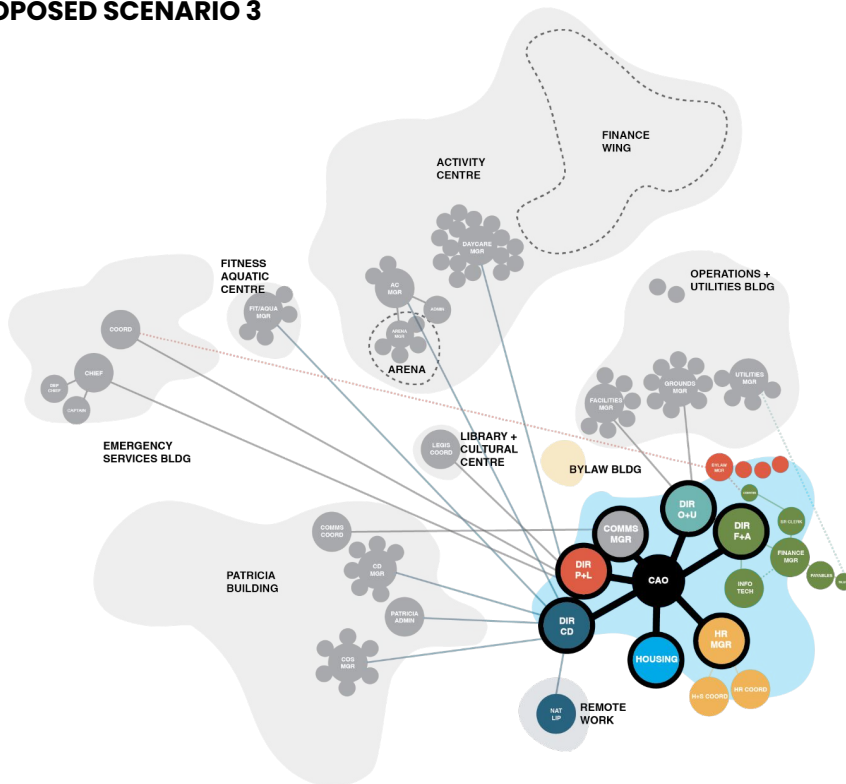
CONS

New builds require site acquisition, funding, approvals, coordination and the like.

EXISTING CONDITIONS



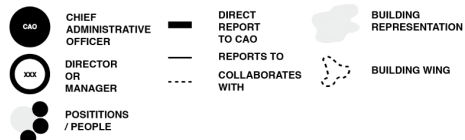
PROPOSED SCENARIO 3



LEGEND
DEPARTMENT

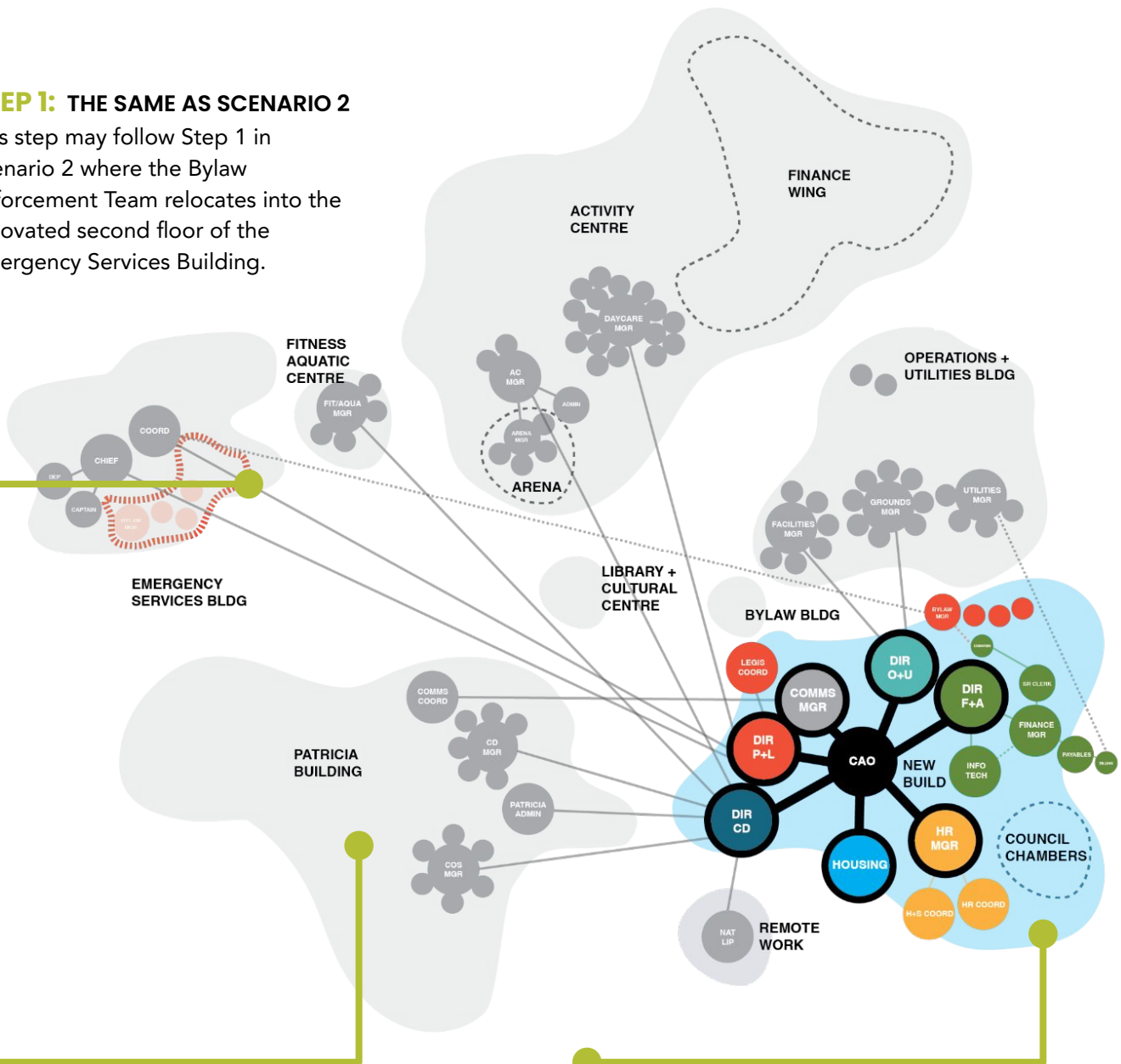


PEOPLE/RELATIONS



STEP 1: THE SAME AS SCENARIO 2

This step may follow Step 1 in Scenario 2 where the Bylaw Enforcement Team relocates into the renovated second floor of the Emergency Services Building.



STEP 2: RECONFIGURE CAO AND DIRECTORS FROM ACTIVITY CENTRE TO PATRICIA IN THE MEANTIME

The relocation of the CAO and Directors from the Activity Centre follows the same strategy as Scenario 1 however only as a temporary condition while the new administration building is under construction. This scenario would still provide the alleviation in the other buildings and therefore providing new opportunities beyond just space but also opportunities for job creation and addition of staffing as noted that some departments require additional staff support.

STEP 3: NEW BUILD COMPLETION
+ MOVE CAO AND DIRECTORS
+ BYLAW INTO NEW ADMINISTRATION HUB

As noted in the description, this step is a long term plan to provide context on potential opportunities in constructing a new administration building. This step would provide dedicated space for the administration team and therefore can relieve the other buildings to create new spaces. This approach addresses concerns related to working relationships and the proximities by consolidating teams together in one space making it more efficient and convenient to do productive work together. This step can also allow the Council Chambers to move to this building therefore creating spaces to address some of the storage concerns noted in the Library and Cultural Centre.

5.5 Future New Departments and Facilities

In addition to the reconfiguration of services as illustrated in the three scenarios, additional changes could be coming that will impact the facility planning for the municipality. These include the potential for land use planning and a transit service to be introduced.

New Transit Department

The Municipality recently received \$5 million in capital grant funding from the Government of Canada to introduce transit services to Jasper. This funding supports the purchase of EV buses and development of a bus storage facility for indoor storage and charging.

Traditionally, these spaces have often had limited ability to co-locate with other users due to the nature of their work and how buses are deployed en masse. With the scale of fleet, this will be minimized, however avoiding conflicts between the other operational departments and the transit service is recommended.

This facility will require a variety of spaces including vehicle bays, wash bay/grooming space, bus maintenance bay, office and crew spaces including rest spaces, locker rooms and lunch room spaces to accommodate up to six staff members. While co-locating with other departments is not recommended, the ability to use some of the facilities for other groups is possible. For example, while transit services are operational, roads maintenance crews could use the wash bay if it is designed to be multipurpose and not only set up for quick wash of buses and with the appropriate oil and grit runoff control. Additionally, quick charge electric stations may be able to be installed on the exterior of the building to make use of the electrical service to the building for other EV fleet.

Land Use and Planning / Partnership with Parks Canada

Land use and planning services in Jasper are currently delivered by Parks Canada. The Municipality is currently in negotiations to create a new service to take on a greater role in delivering land use and planning services, which could mean introducing a small team including management, technical staff, and front counter staff. If this comes to pass (negotiations currently under way) it would mean the creation of a new service/functional area that could end up being a total of 3-4 positions. This function would require some “front counter” interactions with the public for accepting applications and payments, and some space for meeting with potential applicants.

This function would probably work most closely with operations and utilities; finance; bylaw and the fire department for building code related items. There is also the potential that other areas of the municipal administration, such as housing, may become part of this work group with the creation of a senior management position. The suggested location of this group would be something similar to the Patricia Street building, including any consolidated locations for administrative spaces or to the Operations Building.

6.0

**OUR
RECOMMENDATIONS**

6.1 IMMEDIATE TO MEDIUM RANGE RECOMMENDATIONS

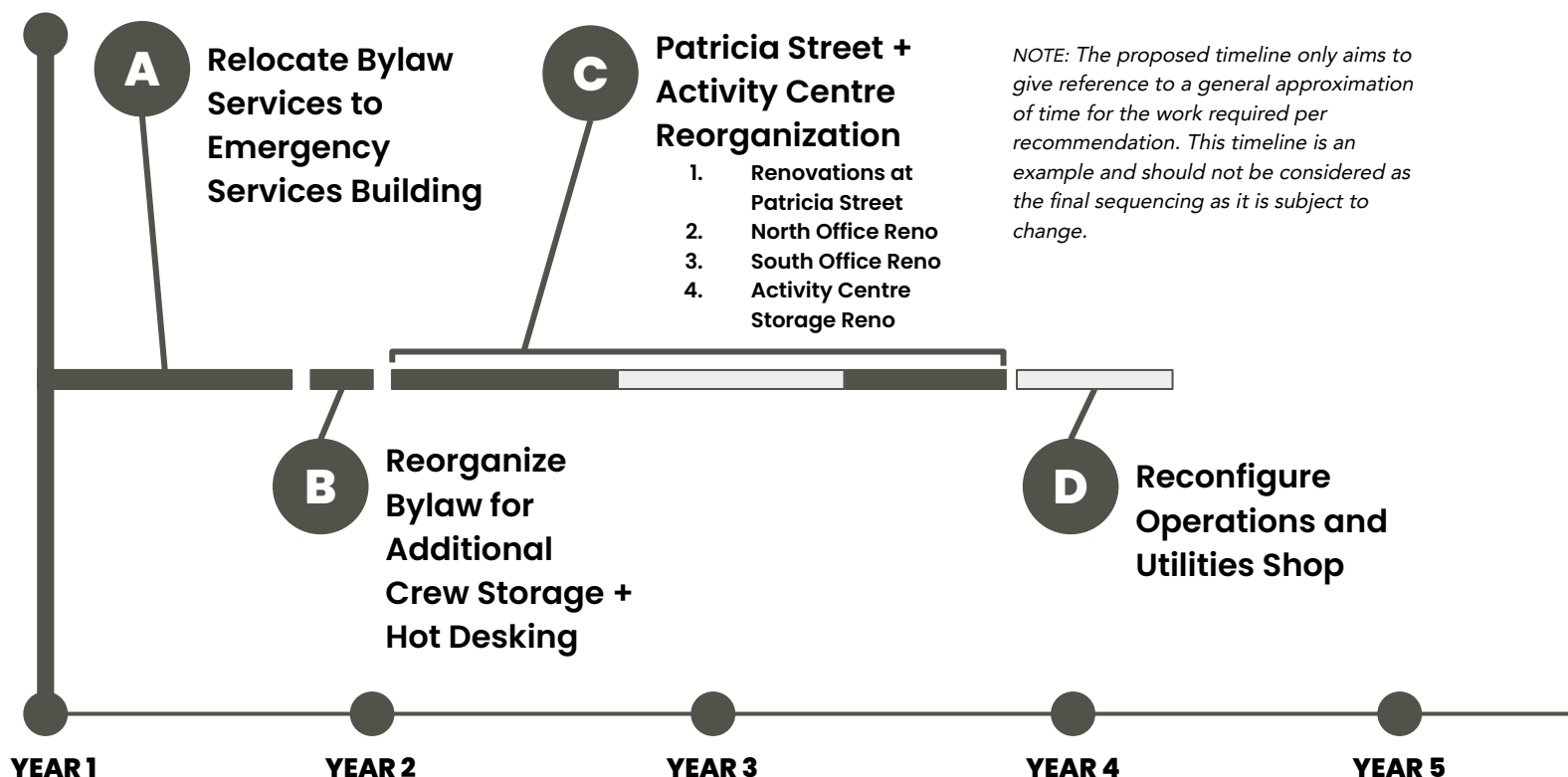
Although the proposed scenarios are categorized separately, it is important to note that the steps noted should not be considered as mutually exclusive conditions and that the steps within each scenario can be applied as needed to generate a feasible and reasonable Strategic Facility Plan that best suits the Municipality of Jasper's needs within the foreseeable future.

Based on the discussions relating to the building/functional assessments, engagement sessions, and discussions with the Municipality of Jasper (MOJ), the following section will expand on our recommendations that best suits the Jasper's Strategic Facility Plan. The intent of the recommendations will fall within an immediate to medium range timeline particularly within the next few years.

The analysis demonstrates that the best suited scenario is Scenario 2: Relocate Bylaw Services to Emergency Services Building and Community Development from Patricia to Activity Centre. In this scenario, it is important to recognize that the current Activity Centre offices noted in the assessment were described as cramped and inefficient however, with an efficient office layout, the opportunity to relocate here is feasible.

As a result, this option that can provide a more suitable approach for consolidating the Community Development team at the Activity Centre while assisting in the alleviation of Patricia, where less public facing activities take place and may therefore act as a Corporate Functions hub.

TODAY

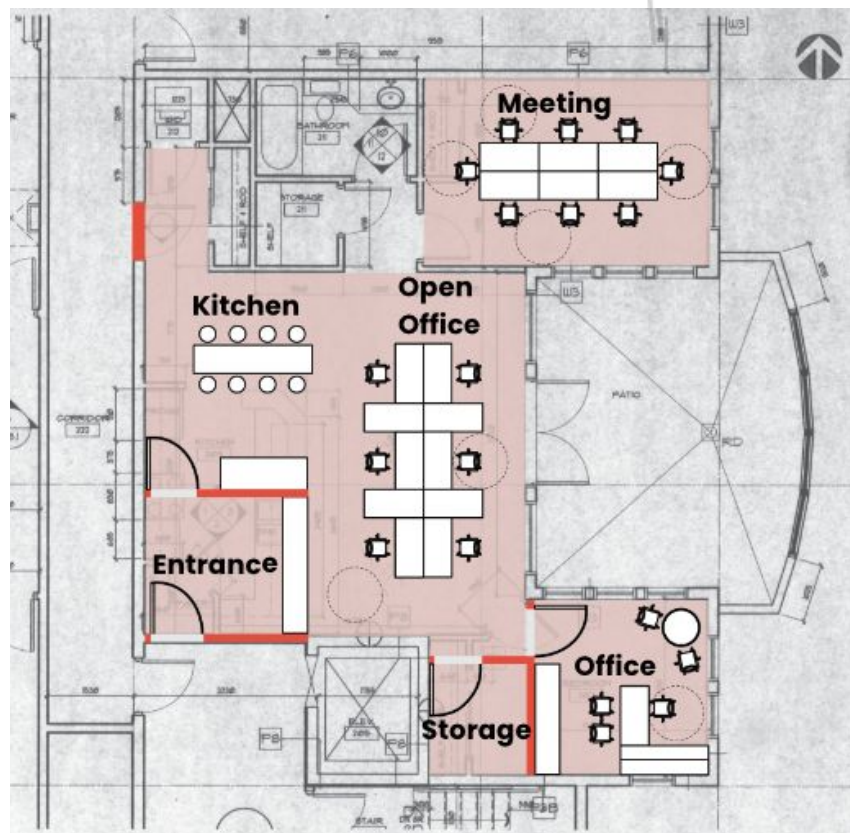
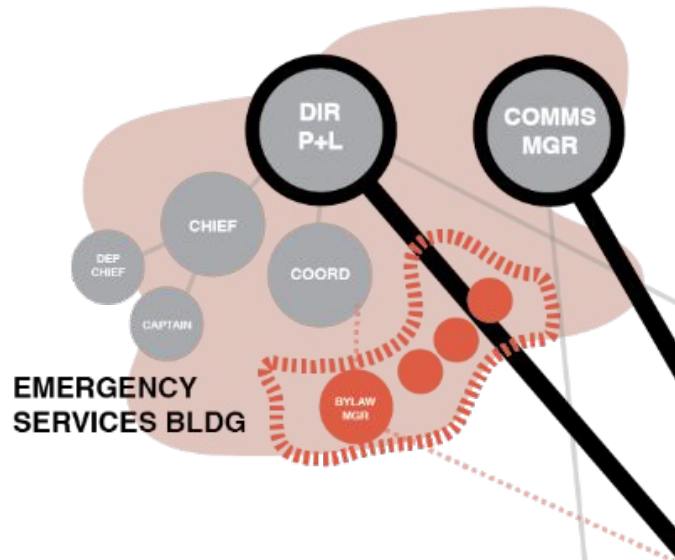


NOTE: The proposed timeline only aims to give reference to a general approximation of time for the work required per recommendation. This timeline is an example and should not be considered as the final sequencing as it is subject to change.

A. Relocate Bylaw Services to the Emergency Services Building

In support of Protective Services Facilities Overview provided, the current Suite 'A' has the opportunity to provide additional space for additional offices and touchdown spaces. It is important to note that per Parks Canada's development guidelines, 6 Staff Accommodation Units (SAU) will need to be maintained throughout the building which the Municipality of Jasper is currently in the process of reconfiguring Suite 'B' with 4 bedrooms in hopes that Suite 'A' can be reconfigured to accommodate the Director of Protective and Legislative Services and the Communications Manager within the new offices.

As the Bylaw Services team is to relocate here, the proposed conceptual configuration demonstrates that there is opportunity to accommodate the teams who need to relocate to these spaces. This suggests the current short term suites can return as SAUs while moving Bylaw will alleviate the current building and will now have new capacities to support the team's equipment and storage needs while in in the field.

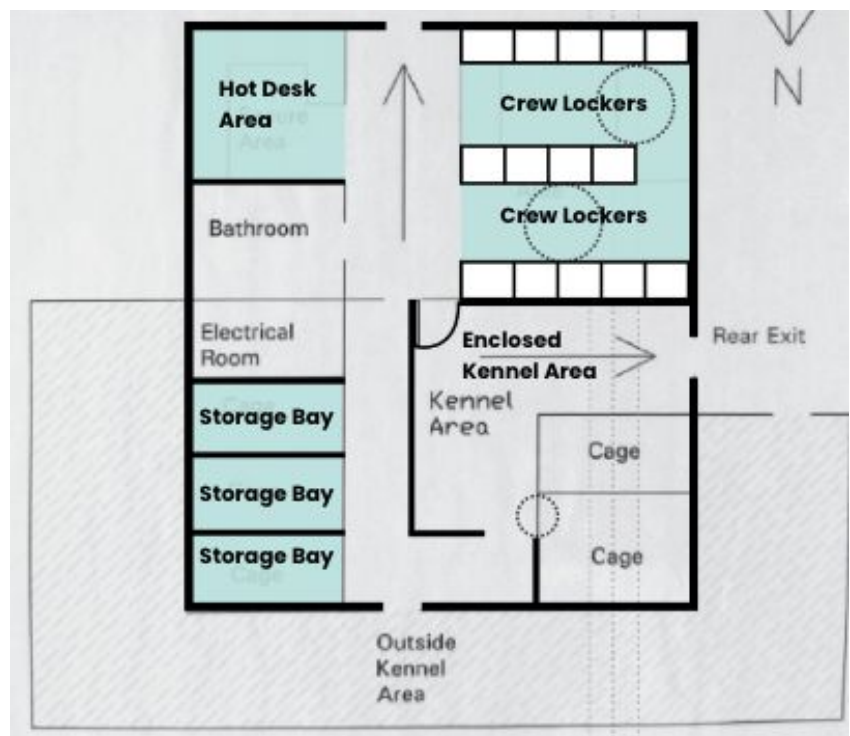
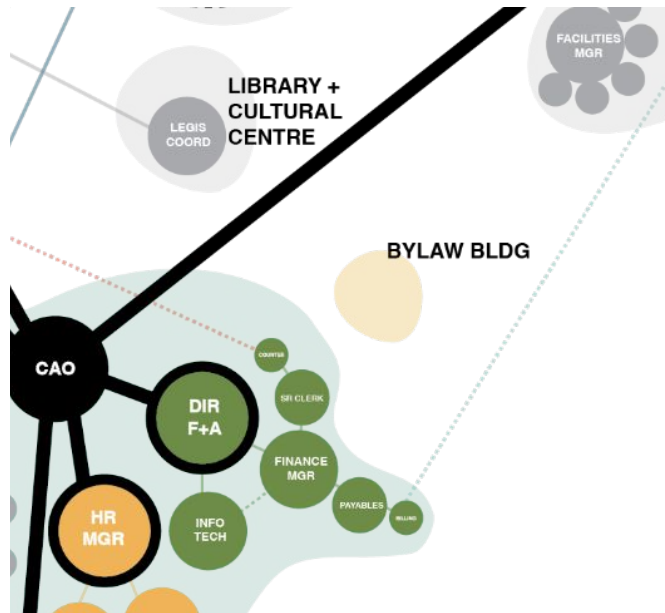


Emergency Services Second Floor, Suite B, Floor Plan

B. Reorganize Bylaw for Additional Crew Storage + Hot Desking

As noted, as the Bylaw Services team relocates into Emergency Services, the current Bylaw building will have new capacities. The alleviation of this space can be reorganized to accommodate equipment, crew storage for field officers, and a hot desk space while still preserving the Kennel/Compound area as it is important to continue to have this space available for the team.

Currently, there is no need to relocate the Kennel area however it is recommended that this be enclosed to prevent cross pollination of odours between equipment being stored, transient staff members using the desk area, and animals occupying the space.

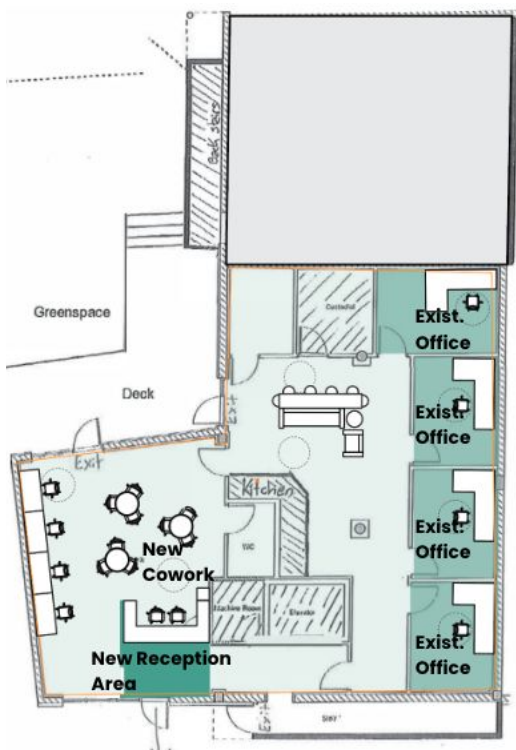


Bylaw Services Building Floor Plan

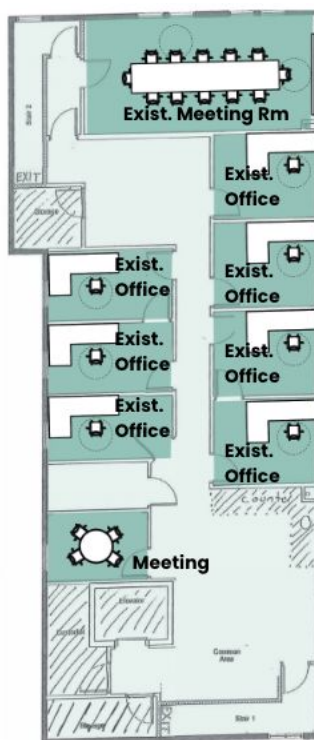
C. Patricia Street and Activity Centre Reorganization

1. Renovations at Patricia Street

The following sections discuss the consolidation of the folks moving from the Activity Centre, and into the current Patricia Building. This would include relocating majority of the staff currently occupying offices in the Activity Centre to the Patricia Building such as the relocation of departments including the CAO, Finance and HR teams to Patricia while the Director of Community Development stays and the Community Development team currently in Patricia relocate to the newly vacated offices in the Activity Centre.

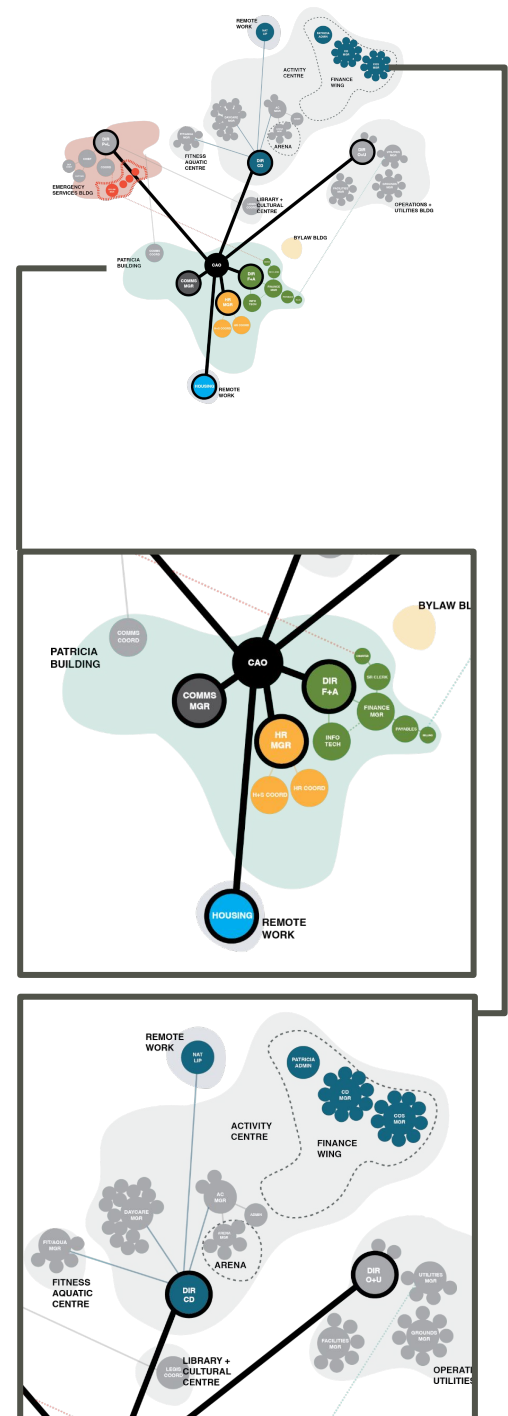


Patricia Main Floor Plan
Area: 180 sqm



Patricia Second Floor Plan
Area: 303 sqm

This would involve the relocation of 10 full-time employees from the Activity Centre and into Patricia. Generally, the current space at Patricia is sufficient in space requirements to support the incoming staff members suggesting that any renovation would be minimal.



YEAR 1

YEAR 2

YEAR 3

YEAR 4

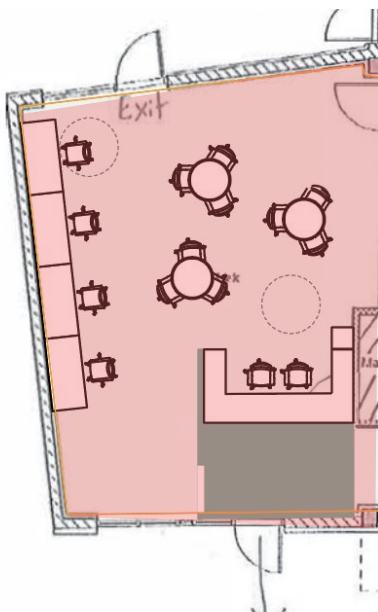
YEAR 5

Some of the minimal interventions may include relocating the reception space to the first floor as reception is currently on the second floor, reconfiguring the current Parent Link Area by incorporating suitable furniture for added workstation and collaboration spaces, and modernizing interior finishes to suit the incoming team's needs.

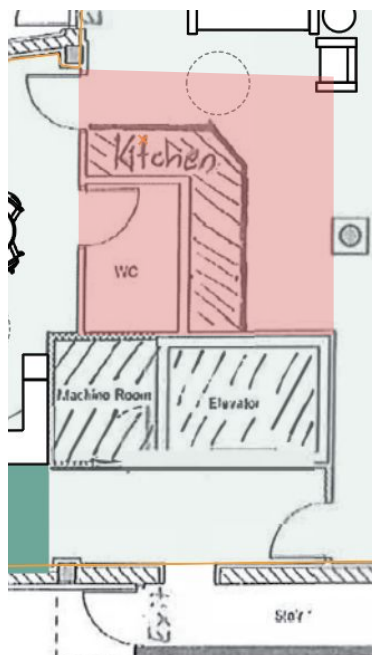
Provided additional workstations are required, it has been noted that there are opportunities to take over underutilized spaces such as the identified kitchen area and renovate to provide more workstations.

Furthermore, as the second floor common area is currently a temporary work station as well suggests there is space to formally expand in this area.

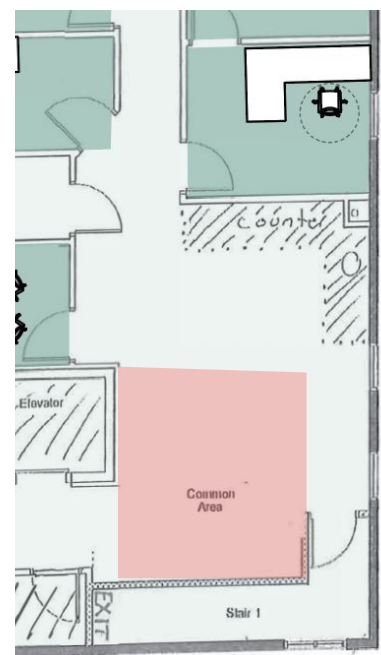
While the provided sketch demonstrates an exact amount of workstations to accommodate the incoming 10 members from the Activity Centre, if there is a need for expansion, the current offices on the second floor does allow for two staff members to occupy the space therefore adding further flexibility.



Parent Link Area + Reception Area: 50 sqm



Kitchen Area: 20 sqm



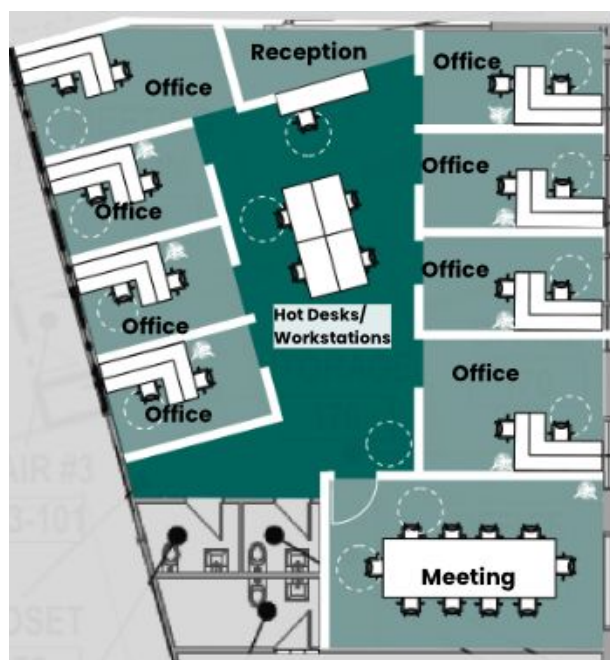
Second Floor Common: 30 sqm



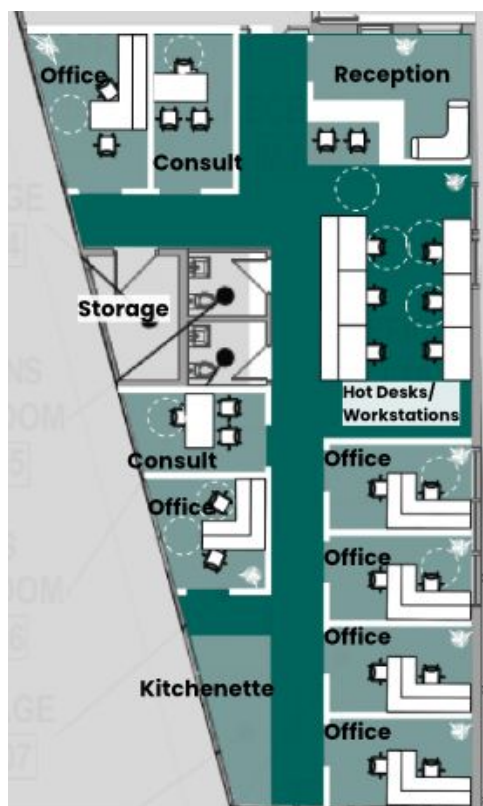
2/3. Activity Centre – North and South Wings Renovations

At the same time, the Community Development team from Patricia would relocate into the Activity Centre to achieve efficiencies for all parties involved. As this team is highly public facing, there would be benefits to this move such as working in close physical proximities to one another which has been noted as important in the work the department does. The move would involve the relocation of 10 current staff members from the Activity Centre to Patricia therefore vacating the offices for the incoming 20 Community Development staff members from Patricia. Of the 20 employees relocating, 6 are outreach employees who do not require full-time workstations therefore equating to a total of 14 full-time employees and a net of 4 'new' dedicated workstations are needed. Therefore, the layout will need to accommodate at least 4 new workstations, 6 hot desk stations, and potentially the allowance for some growth.

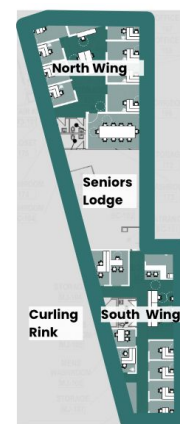
The below sketch is an example of an efficient layout that accommodates the requirements though it is important to note that the current layout of the offices in the Activity Centre (supporting 10 staff members) is not efficient and has resulted in some clutter and underutilization of spaces. This suggests that there is a risk to relocate more team members than leaving, however, can be mitigated with efficient design as demonstrated below. There are opportunities to provide varying workstation types (individual offices, hot desks, dedicated desk space, meeting rooms) to accommodate the incoming members and varying functional needs while allowing for some growth with the addition of open hot desks. In speaking of mitigating this risk, should the Senior's Lounge be available, expansion in this area is also a possibility provided the opportunity arises. The sketches below do not consider this possibility however only good to highlight other means, understanding it's low possibility, to address this risk.



North Wing - 150 sqm



South Wing - 180 sqm



ACTIVITY CENTRE

KEY PLAN

Total Offices: 14

Hot Desks/Workstations: 10

Consult Rooms: 2*

*possibility of consolidation of offices with embedded consult space

YEAR 1

YEAR 2

YEAR 3

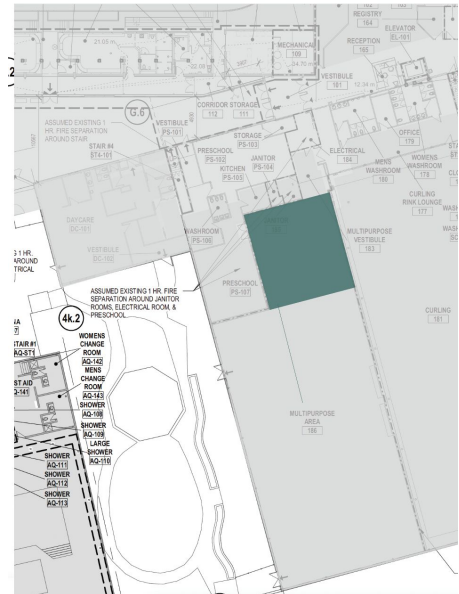
YEAR 4

YEAR 5

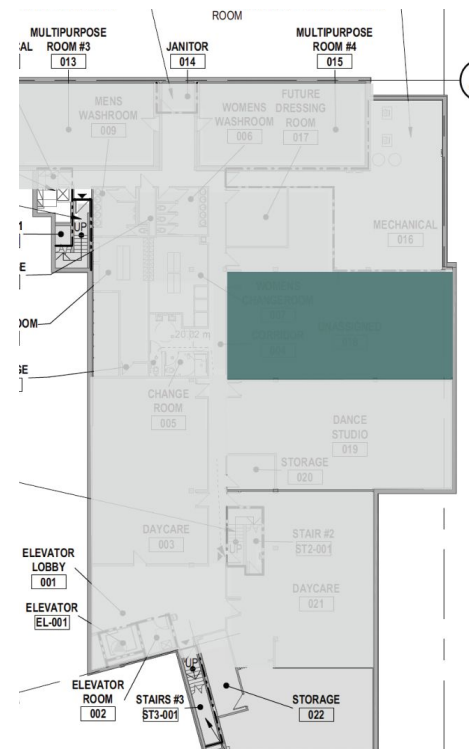
4. Activity Centre Storage Renovations

It was noted that there is opportunity to formally convert the unassigned room, adjacent to the dance studio in the basement, as a storage room for additional capacity. Provided the stored equipment does not require any renovation work, there is no additional work required in the space.

In addition, a section of the multipurpose space is currently being used to store equipment. This area can be converted into additional storage to support the programs that utilize the multifunctional space. The work required to complete this can be done alongside any renovation work being undertaken in the offices.



Activity Centre Main Floor - Proposed Area



Activity Centre Basement -
Underutilized Storage

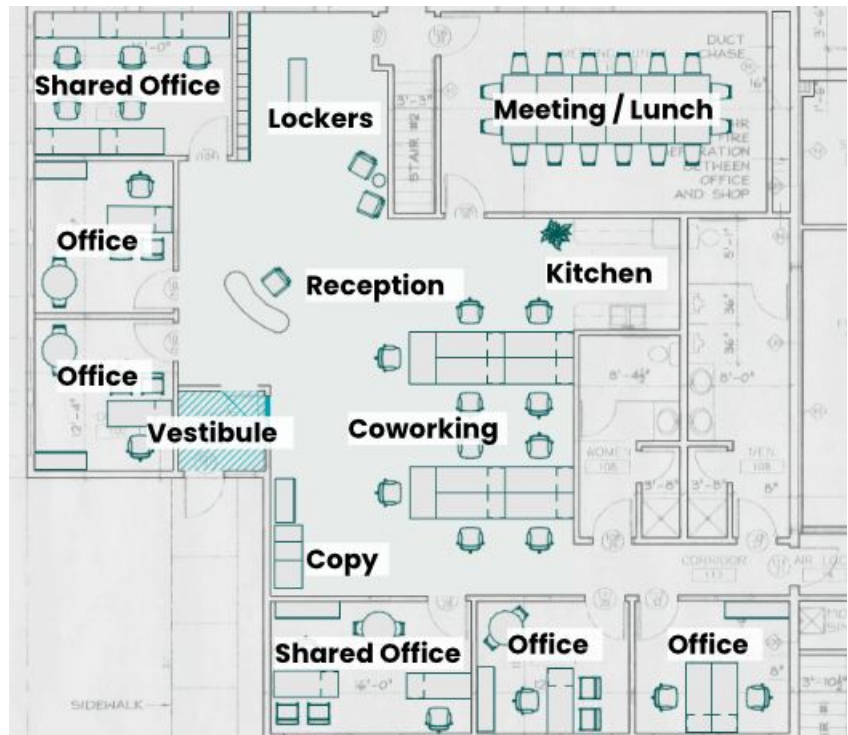
D. Reconfigure Spaces with New Capacities

Reconfiguration of the office area with an emphasis on decluttering and consideration of mobile team members, though short term in nature, is the first step to creating efficient spaces within the operations building.

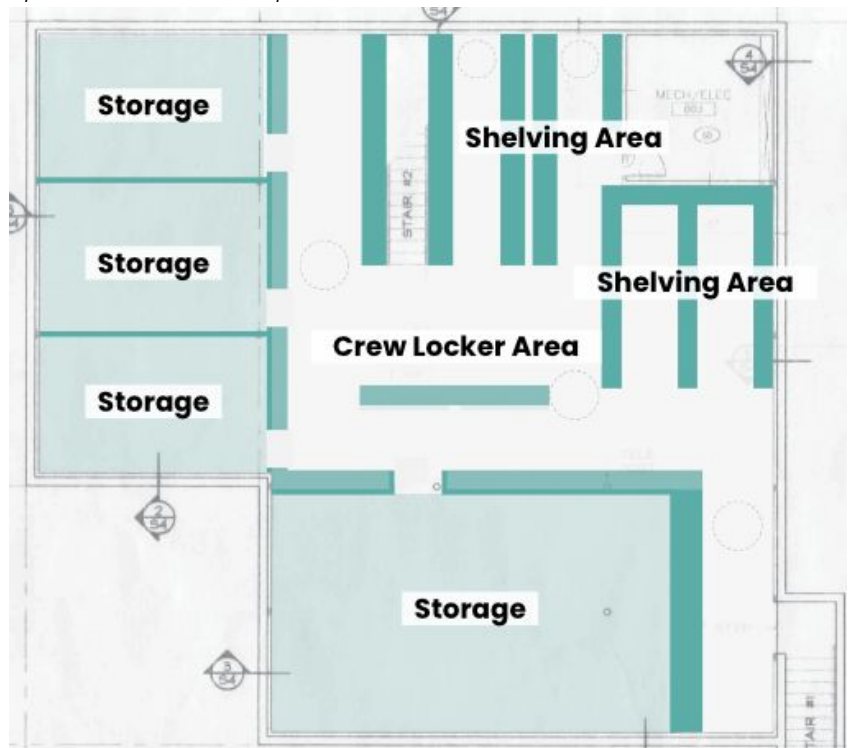
Building efficient workstation/office capacities in the main area can bring teams such as the grounds and roads teams together for more efficient working proximities if desired.

Providing various types of workstations such as hotdesking / coworking stations will be beneficial for the members who are transient in position (field staff) therefore creating additional opportunities for dedicated office spaces for full-time employees and reducing chance for underutilized spaces.

Furthermore, it was noted that the basement is large and not utilized to its full potential. As it is currently being used for storage, the basement can continue to support storage needs with efficient space utilization both horizontally and vertically. Slight reconfiguration is recommended to fully optimize the space for storage. Finally, while providing storage space, crew lockers also have the opportunity to expand in the basement some slight reconfiguration of the space in relation to the storage spaces.



Operations and Utilities Shop - Main Floor Offices



Operations and Utilities Shop - Basement Floor

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

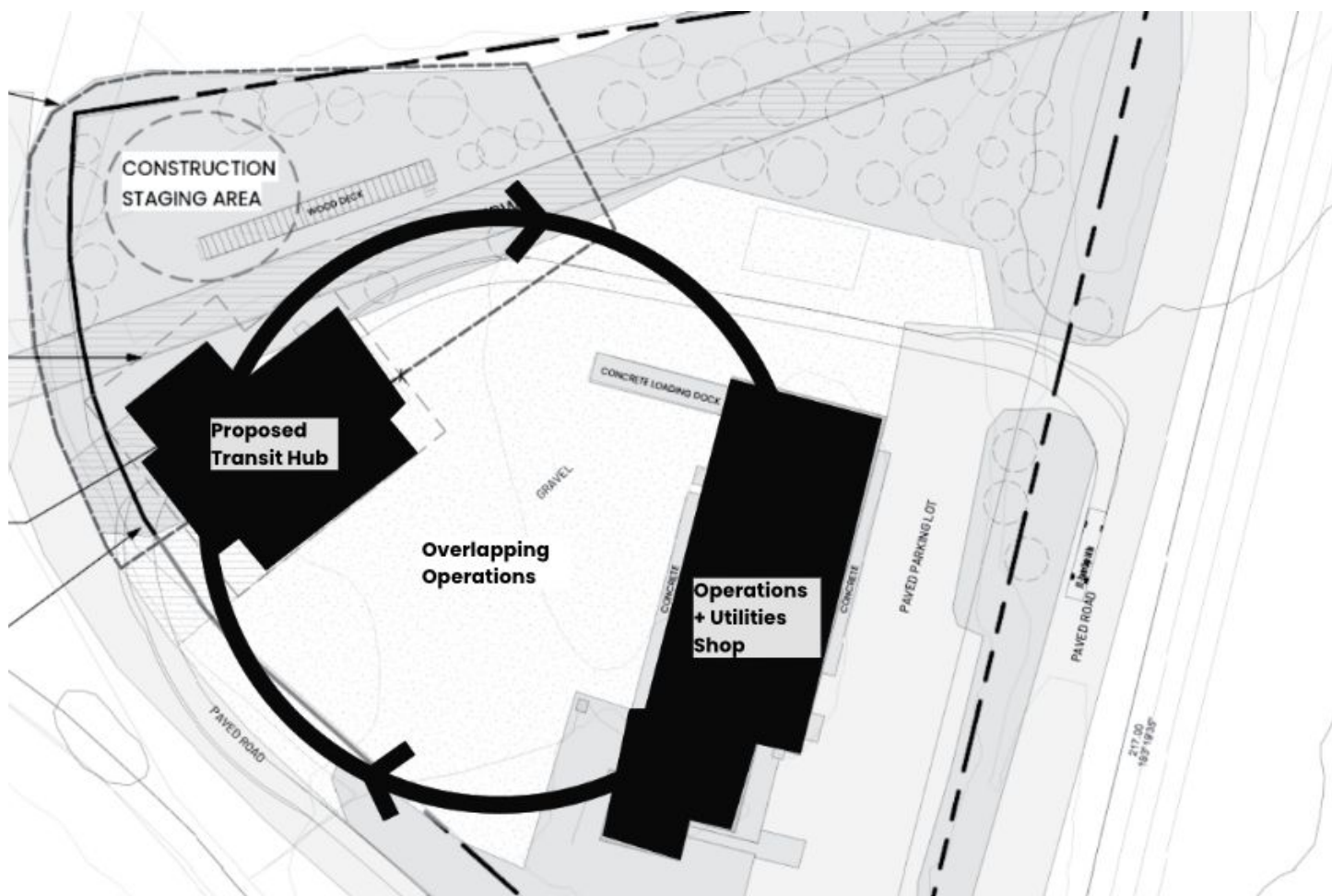
6.2 ADDITIONAL FACILITIES

A. New Transit Facility

The transit hub, anticipated to be located northwest of the Operations and Utilities Shop, has been acknowledged as an incoming facility to support the Municipality of Jasper's public transit system. This includes storage and charging bays of heated and unheated space for buses however is currently known to be existing as a separate facility.

Standalone

Though with it's close proximity to the Operations and Utilities shop, there may be future opportunities to share facilities in capacities such as truck wash or fueling stations that may present efficiency and optimization opportunities for the operations of each facility. Though this is not a direct recommendation, it's proximities and overlapping operations do present strong ties between the two facilities.



Proximities and Operations between Proposed Transit and Operations Shop

B. Log Cabin and Centennial Park Pavilion

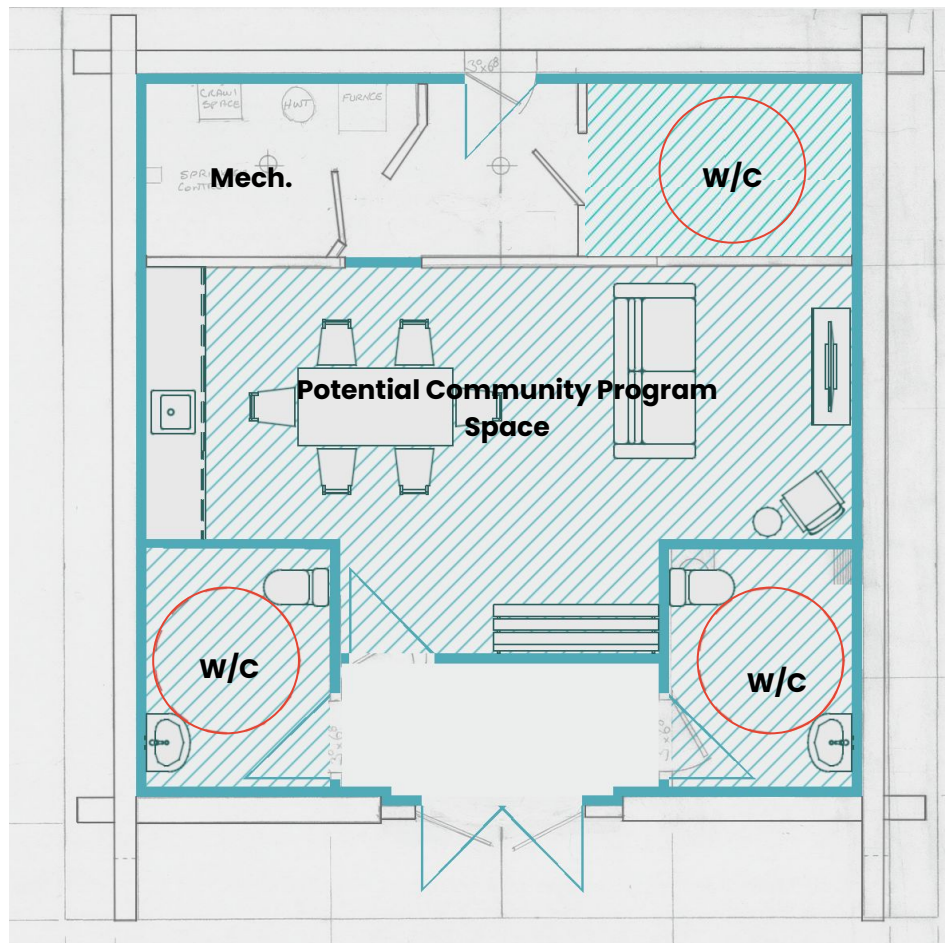
This recommendation will require additional engagement as there are a few programs that the Log Cabin can serve. This recommendation includes the renovation of washrooms to continue to provide this for Centennial park however also present opportunities as a multifunctional hub for community programs.

Community Building

As the Log Cabin is known and loved by many as a Heritage building, it has the capacity to be a catalyst for community programs rather than only for storage. This can serve many users such as the park users, neighbours, and the general public as a means to activate the currently underutilized space. To support this, it is recommended that a neighbouring pavilion be erected to support these programs and make the space feel larger, inviting, and welcoming to users of the space.

Storage

Finally, due to the new storage capacities made available at the Activity Centre, equipment not heavily utilized by teams can be relocated from this building and into the Activity Centre however for highly utilized equipment, a separate storage box can be deployed within proximity of the park. .



Log Cabin Conceptual Sketch



Potential Locations for Pavillion

6.4 SUMMARY OF RECOMMENDATIONS + OPINION OF COSTS

In sum, the below chart demonstrates the overview of general recommendations mentioned in the previous sections with the anticipated general work required to achieve each step. The next section will provide Opinions of Cost associated with the work within each step.

	RECOMMENDATION	SUMMARY	ASSOCIATED RENOVATIONS
A	Relocate Bylaw Services to Emergency Services Building	Renovate existing underutilized residential space on the second floor and reconfigure space to accommodate Bylaw Services team here.	Interior renovation of the second floor of the Emergency Services Building. Approximate Cost: \$437,000
B	Reorganize Bylaw for Additional Crew Storage + Hot Desking	Reconfigure the existing Bylaw Services building to accommodate hot desks and additional crew lockers and equipment space. Preserve the kennel area as it is still needed by the Bylaw team.	Interior renovation of Bylaw Services Building. Approximate Cost: \$458,700
C	Patricia Street and Activity Centre Reorganization	Relocate 10 staff members from the Activity Centre into the Patricia building - the current building accommodates for the relocation of all 10 staff members. At the same time, the Director of Community Development would stay at the Activity Centre and the rest of the CD team from Patricia would relocate to the Activity Centre to occupy the formerly Administrative (North Wing and Finance Wings (South Wing). In conjunction with the renovations to accommodate new offices in the Activity Centre, additional storage spaces can be added in the basement and in the multipurpose space (as the area is currently being used to store equipment).	Minimal renovations at Patricia, however, if desired, could expand space to accommodate additional offices. Additionally, reconfiguration and design of offices in the Activity Centre. Once designs are complete, interior renovations to take place at both locations though minimal at Patricia. Interior renovation of one storage space in the multipurpose space. Approximate Cost: \$2,539,000
D	Reconfigure Operations and Utilities Shop	Reconfigure the main floor office space to declutter and achieve a more efficient office space layout. Additionally, reconfigure the basement to support the current space for storage capacities to accommodate both general equipment but also crew lockers.	Interior renovation of main floor and basement. Approximate Cost: \$975,300

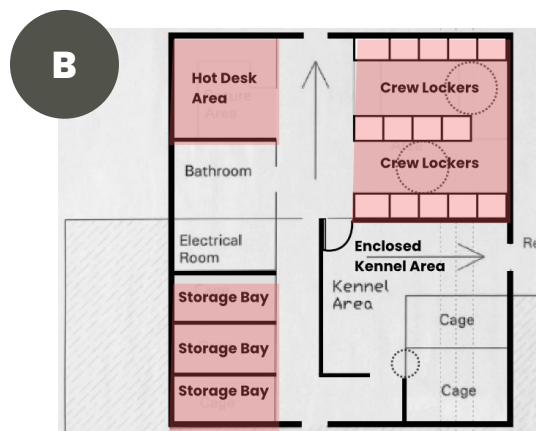
Opinion of Cost

The below chart demonstrates a rough order of magnitude cost for each space based on overall areas of the spaces affected in each recommendation.

Component	Approx. Area (m ²)	Construction Cost	Contractor Fees (General Requirements)	Contingency	Soft Costs (Design Fees, Project Management, etc)	Opinion of Cost
A. Relocate Bylaw into Emergency Services	95	\$280,000	\$50,400	\$49,600	\$57,000	\$437,000
B Reorganize Bylaw Services Building For Storage and Hotdesking	140	\$294,000	\$52,900	\$52,000	\$59,800	\$458,700
C. Patricia Street and Activity Centre Reorganization	721	\$1,627,000	\$292,800	\$288,000	\$331,200	\$2,539,000
1. Renovations at Patricia Street	303	\$595,000	\$107,100	\$105,400	\$121,100	\$928,600
2. Activity Centre North Office Renovation	150	\$420,000	\$75,600	\$74,300	\$85,500	\$655,400
3. Activity Centre South Office Renovation	180	\$504,000	\$90,700	\$89,200	\$102,600	\$786,500
4. Activity Centre Storage Renovation	88	\$108,000	\$19,400	\$19,100	\$22,000	\$168,500
D. Reconfigure Operations and Utilities Shop	245	\$625,000	\$112,500	\$110,600	\$127,200	\$975,300
TOTAL		\$2,826,000				\$4,410,000



Relocate Bylaw into Emergency Services: Interior renovation of second floor of the Emergency Services Building.



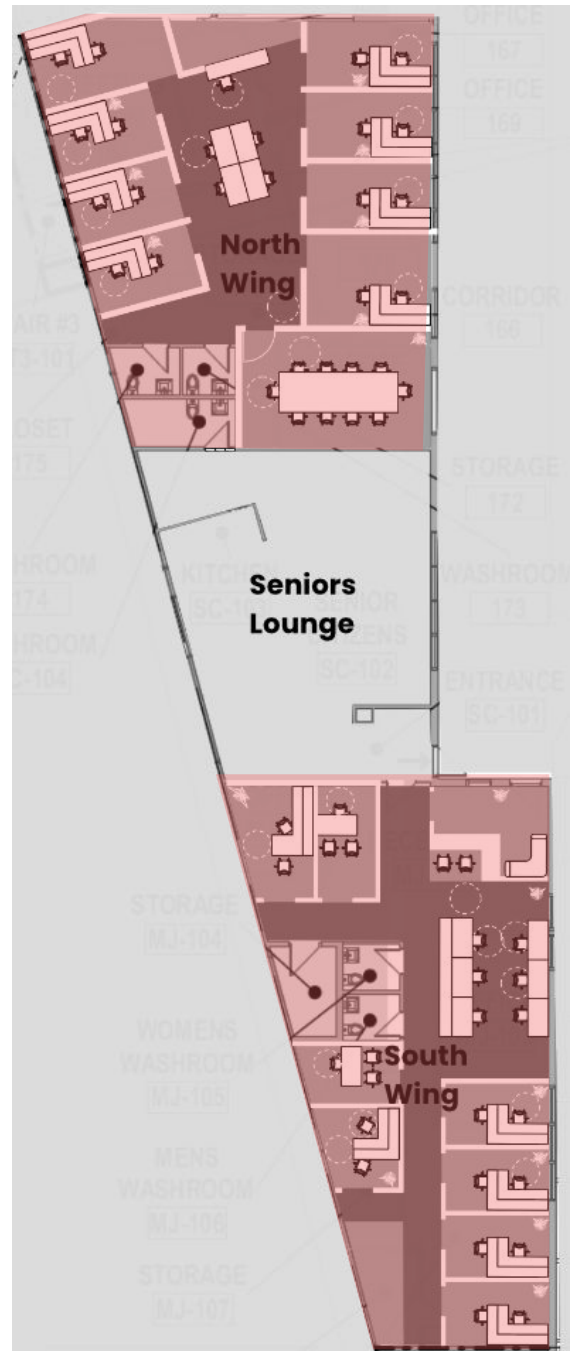
Reorganize Bylaw for Storage and Hot Desking: Interior renovation of Bylaw Services Building to provide a dedicated hot desk area, additional crew storage, and conversion of cages into storage. The area used considers the entirety of the footprint of the building in the case additional work is required such as enclosure of kennel area.



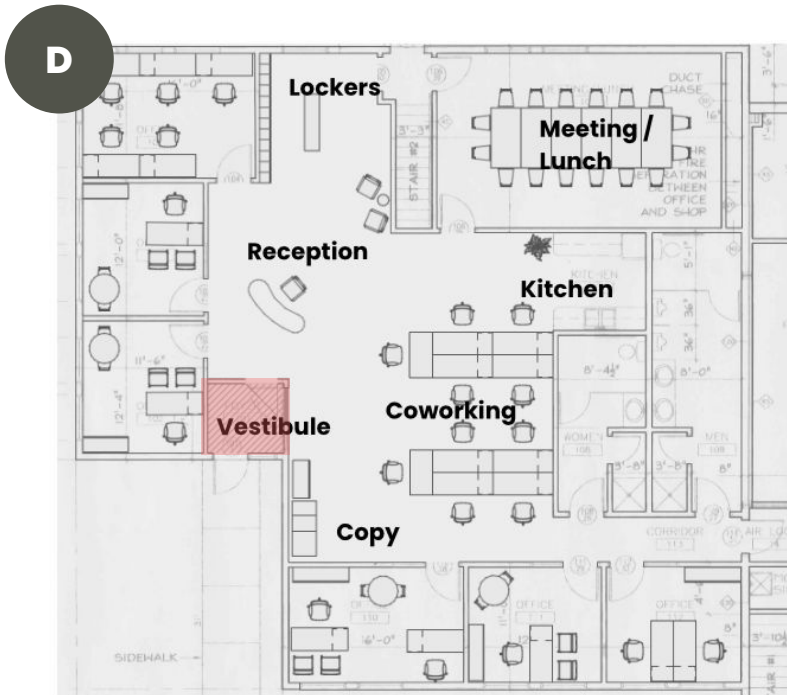
Consolidate Corporate Functions at Patricia Street: Minimal renovations at Patricia (heavy/light values provided), which can include the relocation of the reception to the main floor, conversion of the parent link space into open workstations, conversion of kitchen into an additional office space, conversion of common area into another workstation and general interior finishes such as paint.



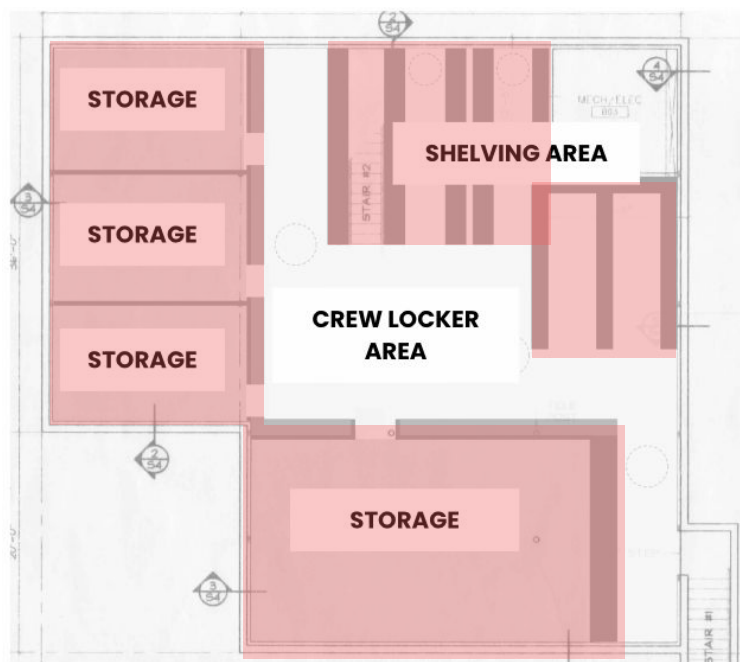
Expand Storage Space: Conversion of a section of the multipurpose space in the Activity Centre into additional storage.



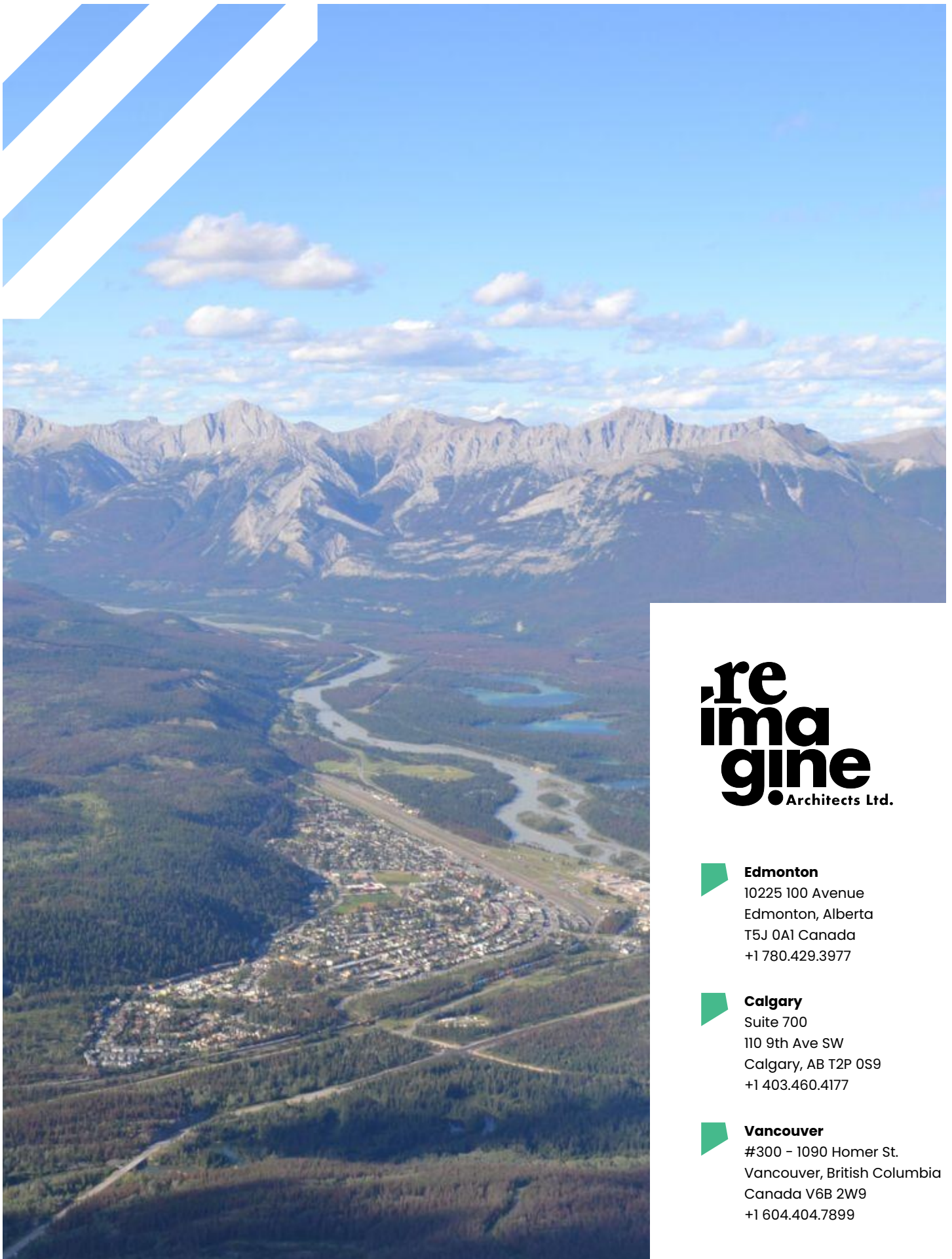
Office Renovations at Activity Centre: This will entail the reconfiguration of office layouts with efficiency in mind for both the north and south wings.



Reconfigure Operations and Utilities Shop: Minimal construction required on the main floor offices of the operations building other than the vestibule however implementation of suitable furniture solutions will assist in the decluttering of the office space.



Basement Storage: There are also opportunities to enhance the current basement storage to further support crew members in addition to more purposeful storage layout which may require custom built shelving, the addition of additional walls, and interior finishes.



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