

Municipality of Jasper
Committee of the Whole Meeting Agenda
September 9, 2025 | 9:30 am
Jasper Library & Cultural Centre – Quorum Room

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

1. Call to order Deputy Mayor Damota to chair the meeting

2. Additions to agenda

3. Approval of agenda

3.1 September 9, 2025 Committee of the Whole agenda attachment

4. August 26, 2025 Committee of the Whole minutes attachment

4.1 Business arising from minutes

5. Delegations

5.1 Food Security Strategy, Jasper Food Alliance attachment

6. Correspondence

7. New business

7.1 Financial Tools to Incentivize Housing Development Policy attachment

7.2 Pop-Up Village Artists Studio Naming attachment

7.3 EDA Regional Economic Recovery and Resiliency Report attachment

7.4 Penalty Waiver Request Roll #000730 attachment

7.5 Public Participation Strategy attachment

7.6 Community Development Director's Report attachment

7.7 2024 JMHC Annual Shareholder Resolutions attachment

8. Motion Action List attachment

9. Councillor upcoming meetings

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

10. Upcoming events

Last meeting of current Council – Tuesday, September 16

Nomination Day – Monday September 22

National Day for Truth and Reconciliation – Tuesday, September 30

All Candidates Forum – Tuesday, October 7, 6:30pm to 8:30pm

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

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Committee of the Whole Meeting Agenda
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Advance Vote – Wednesday, October 15

Municipal Election Day – Monday, October 20

11. Adjournment

Municipality of Jasper
Committee of the Whole Meeting Minutes
Tuesday, August 26, 2025 | 9:30am
Jasper Library and Cultural Centre, Quorum Room

Virtual viewing and participation	Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing during Council meetings is through Zoom livestreaming and participation is through in person attendance.		
Present	Mayor Richard Ireland, Deputy Mayor Wendy Hall, Councillors Kathleen Waxer and Ralph Melnyk		
Absent	Councillors Helen Kelleher-Empey, Scott Wilson, Rico Damota		
Also present	Bill Given, Chief Administrative Officer Christine Nadon, Director of Protective & Legislative Services Courtney Donaldson, Director of Operations & Utilities Marley Pollock, Town Planner Vidal Michaud, Utilities Manager Monica Rodriguez, Administrative Assistant, Urban Design and Standards Cam Jenkins, Municipal Housing Coordinator Goeffrey Schulmeister, ISL Engineering Joel Grieco, ISL Engineering Paul Butler, Jasper Park Chamber of Commerce 13 observers		
Call to Order	Deputy Mayor Hall called the August 26, 2025 Committee of the Whole meeting to order at 9:33am.		
Additions/ Deletions to agenda #409/25	MOTION by Mayor Ireland to add an in camera item, intergovernmental relations.	FOR 4 Councillors	AGAINST 0 Councillors CARRIED
Approval of agenda #410/25	MOTION by Councillor Waxer that Committee approve the agenda for the August 12, 2025 Committee of the Whole meeting as amended.	FOR 4 Councillors	AGAINST 0 Councillors CARRIED
Business arising August 12 minutes	None		
Delegations	Paul Butler from the Jasper Park Chamber of Commerce addressed the Utilities Master Plan and its purpose; the Off-Site Levies Bylaw and its financial impact on taxpayers; and support for the development of a property and business tax policy.		
Correspondence	None		

Utilities Master Plan Report	Committee received a presentation from Utilities Manager Vidal Michaud, and Joel Grieco and Geoffrey Schulmeister of ISL Engineering on the Utilities Master Plan, which considers future community needs and presents a 25-year road map for Jasper's water, wastewater and stormwater systems. The plan integrates previous studies and addresses growth, asset renewal and post-wildfire redevelopment. It also identifies deficiencies, recommends upgrades, prioritizes projects based on risk, service level criteria and capital costs.		
#411/25	MOTION by Mayor Ireland that Committee refer consideration of the Utilities Master Plan as presented to Council.		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED
Recess	Deputy Mayor Hall called a recess from 10:55am to 11:05am.		
Jasper Off-Site Levy Update	Committee received a presentation from Town Planner Marley Pollock, and Joel Grieco and Geoffrey Schulmeister of ISL Engineering, on off-site levies to support the capital costs of municipal infrastructure.		
Recess	The meeting was interrupted due to an internet outage. Deputy Mayor Hall called a recess from 11:52am until 1:00pm.		
Jasper Off-Site Levy Update (continued)	Councillors asked clarifying questions regarding projected population; current and future infrastructure needs; application of the off-site levies to different types of properties; and the relationship between those items. Councillors also considered the engineering recommendations and how they may impact policy decisions to be made by Council, including the impact of the proposed change in rates on an average new residential unit development in relation to the 2015 bylaw.		
#412/25	MOTION by Councillor Melnyk that Committee recommend Council adopt the Off-Site Levy Update as presented.		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED
Adoption of Jasper Off-Site Levies Bylaw (2025)	Committee received a presentation from Town Planner Marley Pollock, who outlined the changes made to the bylaw following input from Committee at a previous meeting, and provided information on the purpose of the new bylaw and the process the Urban Design and Standards team employed to develop it.		
#413/25	MOTION by Councillor Melnyk that Committee extend the meeting beyond four hours.		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED

#414/25	MOTION by Mayor Ireland that Committee direct Administration to consider the Jasper Off-Site Levy Bylaw in the context of discussions today and return to a Committee of the Whole meeting after the 2025 municipal election.		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED
Financial Tools to Incentivize Housing Development Policy #415/25	<p>Committee received a report from CAO Given on a draft policy presenting financial tools to support housing incentives to be funded by Housing Accelerator Fund dollars the Municipality of Jasper received in 2025. The policy proposes that fees, in whole or in part, could be considered for reimbursement, waiver, reduction or exemption.</p> <p>MOTION by Mayor Ireland that Committee direct Administration to revise the draft policy and return to future Committee of the Whole meeting.</p>		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED
Development of Property and Business Tax Policy #416/25	<p>Committee received a report from CAO Given on the development of a Property and Business Tax Policy. This policy is before Committee following a Council workshop on taxation held earlier this month.</p> <p>MOTION by Councillor Waxer that Committee direct Administration to develop a property and business tax policy and return to a meeting following the 2025 municipal election.</p>		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED
Motion Action List	Administration reviewed the Motion Action List.		
#417/25	MOTION by Councillor Melnyk that Committee approve the updates to the Motion Action List as noted, and direct Administration to facilitate a joint letter by the Mayor, Jasper Park Chamber of Commerce and Tourism Jasper to the Minister of Transportation regarding the provincial rail master plan.		
	FOR 4 Councillors	AGAINST 0 Councillors	CARRIED
Councillor upcoming meetings	Councillors Waxer, Melnyk and Deputy Mayor Hall will be attending a Human Resources Committee meeting on Thursday morning.		
Upcoming Events	Council reviewed a list of upcoming events.		
In Camera #418/25	MOTION by Councillor Melnyk to move in camera at 3:03pm to discuss intergovernmental matters.		

FOR	AGAINST	
4 Councillors	0 Councillors	CARRIED

CAO Given and Director Nadon also attended the in camera session.

#419/25

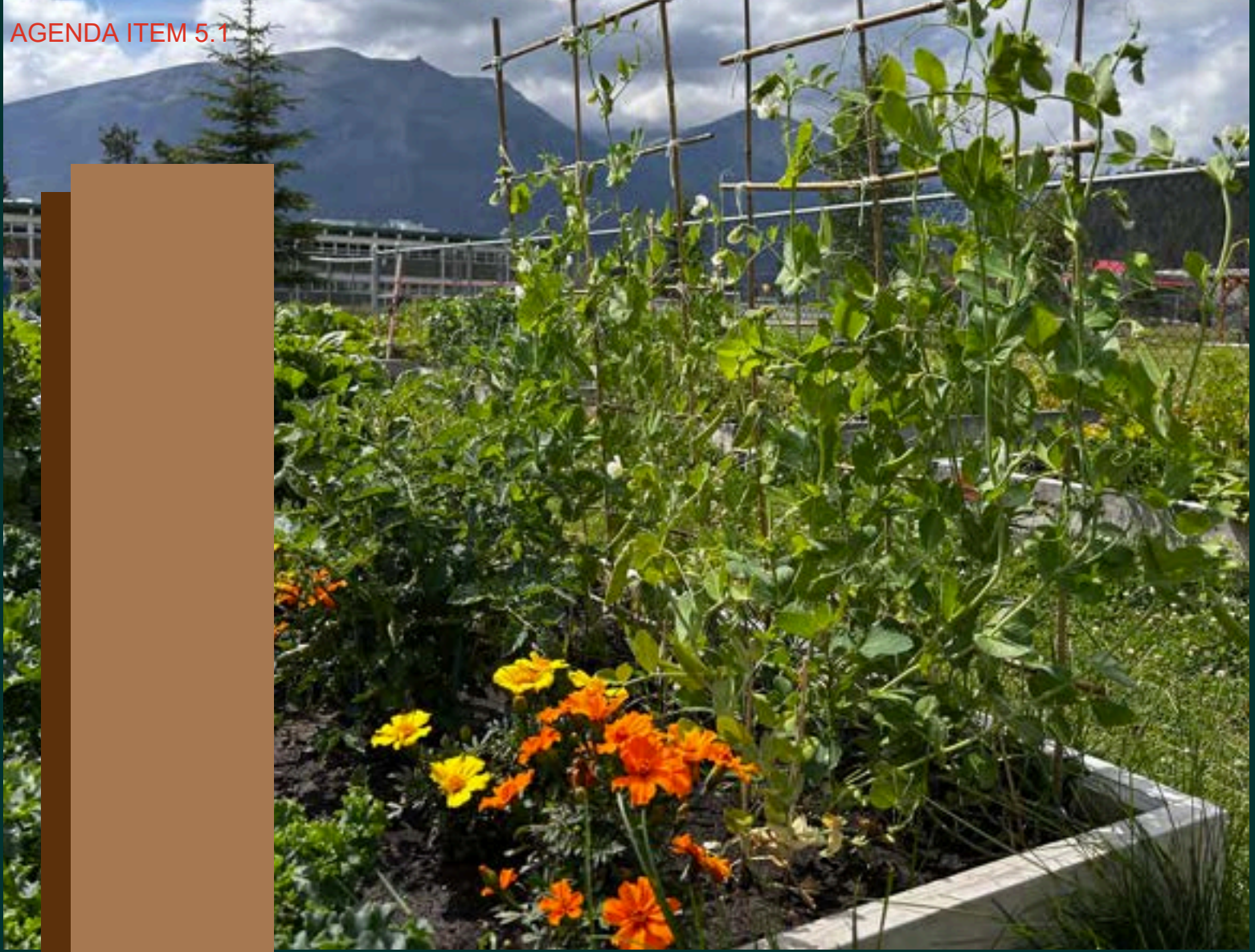
MOTION by Councillor Waxer to move out of camera at 3:23pm.

FOR	AGAINST	
4 Councillors	0 Councillors	CARRIED

Adjournment
#420/25

MOTION by Councillor Melnyk that, there being no further business, the Committee of the Whole meeting of August 26, 2025 be adjourned at 3:24pm.

FOR	AGAINST	
4 Councillors	0 Councillors	CARRIED



FOOD SECURITY STRATEGY

Jasper Food Alliance - 2026 - 2030



HOW WE GOT HERE



BACKGROUND

During the pandemic in Jasper, food costs rose and the trend of increasing food insecurity came up repeatedly at Community Conversations.

In 2023, The Municipality of Jasper invested in a role that, in part, worked to bring together partners and create a plan to support food security in Jasper.

The Jasper Food Alliance was started in 2023 and includes members from the public, private and non-profit sector.

In 2024, the Jasper Food Alliance collected local input through a Food Security Survey in Jasper. The results of this survey informed the development of this strategy.

The Areas of Focus in this strategy reflect the key recommendations highlighted in the 2024 Food Security survey responses.

The strategy lays a foundation for coordinated work over the coming 5 years.

SURVEY RESULTS

365 Jasperites filled out the Food Security Survey in January and February 2024

Food Access & Preferences

- Jasper grocery stores are the main food source for most respondents. Low-income residents rely heavily on local stores due to limited transportation.
- There is desire for more affordable and diverse foods - especially fresh produce, meats, and cultural/ethnic foods.
- Bulk buying, sale-shopping, and traveling to larger centers are common strategies to manage high local food costs.
- Access to food is inconsistent, especially for those with dietary restrictions and cultural preferences.

Food Program Use & Barriers

- Barriers to accessing programs like the food bank or community fridge:
 - Inconvenient hours
 - Stigma or shame
 - Lineups and low supply
 - Lack of awareness or information
- Many don't access food programs even while struggling, due to guilt, pride, or assumption that others need it more.
- Some food programs (e.g., food recovery) face inconsistent distribution.
- Awareness of the food bank is high, but education on other supports is lower.

Affordability & Shopping Trends

- Rising grocery costs has shifted habits. Respondents said they:
 - Buy less meat or fresh foods
 - Switch to less nutritious foods
 - Use credit or go into debt
- Some households report moderate to severe financial stress - explaining that:
 - Food insecurity influences whether they decide to stay in Jasper or not.
 - They need to prioritize food over other expenses (rent, heat, etc.).

Community Interests & Opportunities

- There is strong interest in:
 - More local growing spaces
 - Year-round or expanded markets
 - Group/community cooking programs
- Many residents have storage space and would benefit from bulk purchasing options.
- Only 40–60% of respondents access the farmers market; work schedules and cost are cited as the main barrier.

Wellbeing & Stress

- Food and financial insecurity cause moderate to high stress for respondents.
- Additional stressors include:
 - Mental health challenges
 - Cost of living
 - Job insecurity
 - Family obligations
 - Health concerns

BUILDING A RESILIENT, CARING FOOD SYSTEM



OUR VISION

Jasper is a community where every resident can access healthy, affordable food in ways that respect dignity, diversity and sustainability.

GUIDING PRINCIPLES

Cooperative

We build partnerships between organizations, businesses and government.

Creative

We embrace innovative approaches.

Caring

We prioritize support for vulnerable community members.

Community-oriented

We honour Jasper's unique needs and strengths.

Sustainable

We support practices that protect people and the environment.



AREAS OF FOCUS

Understanding - Residents are informed, engaged, and empowered when it comes to local food systems.

Access - All residents — especially those most in need — have consistent, affordable access to healthy food.

Collaboration - Community partners work together creatively and effectively to address food security.

Sustainability - Jasper's food system is built to withstand challenges and adapt over time.

OUR ONGOING COMMITMENT

We will review this strategy regularly, listening to our community and adapting to meet emerging needs, always guided by the belief that food security is a shared community responsibility.

UNDERSTANDING

Jasper residents are informed, engaged and empowered when it comes to local food systems.

HOW WE'LL GET THERE

- Share regular community stories, resources, and events through newsletters, social media, and partnerships.
- Host workshops on cooking, food preservation, nutrition, and cultural food practices.
- Encourage open, stigma-free dialogue about food access.
- Explore the diverse food needs of residents of different backgrounds, abilities etc.
- Use community feedback (like surveys) to guide future efforts.



SUCCESS MEANS:

- People know where their food comes from and understand food systems.
- Food programs reflect cultural and dietary diversity.
- Community conversations about food are welcoming and non-judgmental.

ACCESS

All residents — especially those most in need — have consistent, affordable access to healthy food.

HOW WE'LL GET THERE

- Expand community gardens and growing spaces.
- Support food sharing, bulk buying programs, and community fridges.
- Partner with local businesses and service providers to create affordable access points.
- Identify and address transportation or affordability barriers for vulnerable residents.



SUCCESS MEANS:

- Community food-growing and sharing opportunities are expanded.
- Food access points (community fridges, gardens, delivery programs) are available and used.
- Barriers to food access are identified and reduced.

COLLABORATION

Community partners work together creatively and effectively to address food security.

HOW WE'LL GET THERE

- Support and strengthen the Jasper Food Alliance as a coordinating group.
- Hold regular partner meetings to align efforts and share insights.
- Collaborate with businesses on local food initiatives and sponsorships.
- Repurpose underused spaces for community food activities (e.g., kitchens, hubs, workshops).



SUCCESS MEANS:

- Active partnerships across non-profits, business, and government.
- Shared resources and creative community-led initiatives.
- Community spaces used for growing, cooking, sharing, and learning about food.

SUSTAINABILITY

Jasper's food system is built to withstand challenges and adapt over time.

HOW WE'LL GET THERE

- Engage in regular, ongoing strategic planning around food security in Jasper.
- Invest in programs, services and initiatives that support food security.
- Learn from other communities and adopt best practices.
- Strengthen food waste recovery programs and promote community composting.
- Provide ongoing training for volunteers, community members, and partners.
- Integrate environmental awareness into all food security initiatives.



SUCCESS MEANS:

- Local programs use proven, sustainable practices.
- Food waste is reduced; food recovery and composting are expanded.
- Environmental and climate impacts are considered in food planning.
- Residents regularly learn and apply sustainable food practices.

INDICATORS OF SUCCESS



Increased Community Participation

- Increase in the number of residents engaged in food-related programs, events, partnerships, or initiatives year over year.

Improved Community Awareness and Understanding

- Increase in residents' knowledge of local food systems, resources, and food security issues.

Expanded and Strengthened Partnerships

- Increase in the number and diversity of active food security focused partnerships (across sectors — business, non-profits, government) .



Enhanced Access to Food Supports

- Decrease in the reported barriers to food access (e.g., affordability, availability, stigma).

Visible Use of Community Spaces for Food Initiatives

- Increase in the number of community spaces that are used for growing, cooking, sharing, or learning about food.

Reduction in Food Waste and Increased Food Recovery

- Increase in food recovered, redistributed, or composted through community programs.



Sustained Volunteer and Community Involvement

- Increase in the number of community members volunteering, or leading food-related activities.

Integration of Sustainability Practices

- Evidence that sustainable and climate-aware practices are being adopted by food programs, partners, and participants.

Positive Community Perception

- Residents report feeling that Jasper is a community that cares about food security and actively works together to address it.

ABOUT THE JASPER FOOD ALLIANCE!



OUR MISSION:

The Jasper Food Alliance increases food security in Jasper through partnerships, programming, and research to create a resilient, regional food system.

JASPER FOOD ALLIANCE COMMITTEE

Up to 5 members may apply to join the Jasper Food Alliance **Committee**. Individual residents as well as representatives of a local business, agency or organization are welcome to apply. The JFA Committee sets the strategic direction of the JFA as a whole.



OUR VISION:

By 2027, the Jasper Food Alliance will build a community hub where food security is supported through a sustainable, healthy, and accessible food system.

BECOME A MEMBER AT LARGE

The Jasper Food Alliance welcomes unlimited members at large.

- You are welcome to attend JFA committee meetings but do not vote on decisions.
- You play a vital role in advancing food security in Jasper.
- You receive a monthly update from the Jasper Food Alliance Committee.
- You may be added to or removed from the JFA Committee's distribution list at any time.



2025

[NAME]

Is a proud member of
The Jasper Food Alliance

**The Jasper Food Alliance
increases food security in
Jasper through partnerships,
programming, and research
to create a resilient,
regional food system.**



Learn more
Become a Member
jasperfoodalliance.ca

AGENDA ITEM 7.1

REQUEST FOR DECISION

Subject: Financial Tools to Incentivize Housing Development Policy
From: Bill Given, Chief Administrative Officer
Prepared by: Leanne Pelletier, Municipal Housing Coordinator
Reviewed by: Beth Sanders, Director of Urban Design and Standards
Emily Dawson, Finance Manager
Date: August 26, 2025



Recommendation:

- That Committee recommend Council approve the Financial Tools Policy to incentivize housing development.

Alternatives

- That Committee direct administration to revise the draft Financial Tools Policy and return to a future committee.
- That Committee receive the report for information and take no further action.

Background:

In recognition of the community's increasing need for diverse and affordable housing options, Council has designated housing as one of its six Strategic Priorities. To advance this priority and implement the Jasper Housing Action Plan, approved by Council on March 11, 2025, the Municipality of Jasper successfully applied for and received \$9.4M in grant funding from the Canada Mortgage and Housing Corporation (CMHC) through the Housing Accelerator Fund (HAF).

The \$9.4M HAF grant is tied to the completion of HAF milestones, estimated to result in a target of 240 net new units being incentivized through policies and programs that remove barriers and accelerate new residential development. Failure to meet commitments may result in repayment obligations or future funding ineligibility.

Eight initiatives were identified in the Housing Action Plan to incentivize accelerated housing development in the community, including an initiative to introduce financial incentives, cost or fee structures to encourage and incentivize housing.

The Financial Tools to Incentivize Housing Development Policy was first presented to Committee of the Whole on August 26, 2025, and was referred to Administration for improvements.

Discussion:

Addressing housing affordability and accelerating new construction requires a coordinated approach that leverages both the regulatory and financial tools available to municipalities. Regulatory levers, such as Land Use Bylaw amendments, can influence the type, scale, and density of development. Financial tools complement this by directly reducing development costs, improving project feasibility, and incentivizing desired housing outcomes.

Financial tools may include waiving, reimbursing or reducing fees associated with:

- Development and building permit fees
- Subdivision fees
- Rezoning fees
- Off-Site Levies
- Local Improvement Levies
- Municipal property tax
- Street and Public Space Use Permit fees

The use of these tools is well established in Alberta. The Province recently passed legislation exempting non-profit affordable housing entities from property taxes. Edmonton and Calgary, Red Deer, St. Albert and Canmore have introduced a range of the above financial tools. Local authorities across the county are leveraging this practice to align housing outcomes with community priorities. The benefits of introducing financial tools include lowering overall development costs, increasing project financial viability, and enabling more affordable rents tied to reduced construction expenses.

Currently, both Parks Canada and the Municipality collect development related fees. The proposed policy will enable the development of administrative procedures for fee reduction, regardless of which agency collects fees. Methods include reimbursement, internal transfer of funds and paying fees on proponents' behalf. Upon transfer of land use authority, the municipality will determine its own fee schedule for planning services, incorporating waiving or reduced fees for new and desired development.

To advance this housing initiative, administration has drafted a Financial Tools to Incentivize Housing Development Policy aligned with the Housing Action Plan. The policy provides guidelines for lowering development costs, drawing on proven practices from other jurisdictions, and targeting projects that deliver multiple affordable units. The \$1.2 million allocation within the Housing Accelerator Fund (HAF) allows the Municipality to launch the program without using municipal operating funds.

Administration will track program uptake, housing units delivered, the funds spent and will report results to Council. This evidence-based approach will enable Council to decide whether to extend, adapt, or conclude the program once HAF funding is depleted.

By adopting the Financial Tools to Incentivize Housing Development Policy, the Housing Action Plan is advanced, while maximizing the use of HAF funds. In addition, we establish a model that can be sustained or adapted to continue supporting affordable and higher-density housing in the future.

Strategic Relevance:

- Invest in developing community focused housing units.
- Facilitate others in developing diverse housing options.
- Pursue alternative revenue sources and equitable distribution of costs.

Inclusion Considerations:

The proposed policy advances equity and inclusion by enabling the creation of a greater number and wider variety of housing units within the community. By supporting developments that include affordable, mixed-density, and diverse unit types, the policy ensures that housing options are available to residents across different income levels, household sizes, and life stages. This broader range of housing opportunities

strengthens the community’s capacity to welcome and sustain diverse individuals and families in Jasper.

Relevant Legislation:

- Municipal Government Act
- Parks Canada National Parks Act/Land Use Regulations

Financial:

- \$1.2 million of the \$9.4 million HAF grant is budgeted for financial tools to incentivize housing development.
- These funds will offset revenue impacts resulting from the program incentives.
- No additional municipal funding is required at program launch.
- When funds are depleted, Council will determine whether the program should continue in whole or in part, using municipal or other funds, as available.
- **Case Study on Financial Impact:**
Project description: The Connaught Affordable Housing Development is a 40-unit development consisting of 1- and 2-bedroom units, with 100% of units’ rent to be set below the median market rent. The development also includes 8 accessible units.

Current applicable fees and charges that could be reduced for Affordable Housing through the Proposed Policy		
Off-Site Levies	\$66,210	One time waiving of fees
SPSU Fees	\$8,070	One time waiving of fees
MOJ Portion – Prop Tax	\$300,000 (est.)	Can apply for exemption yearly (est. \$20,000 per year) 15-year exemption

Attachments:

- Overview of Financial Tools
- DRAFT Policy – Financial Tools to Incentivize Housing Development

Overview of Financial Tools:

Planning and Development Fees Currently Under Parks Canada Jurisdiction for MOJ incentive consideration

Tool	Explanation	Current Practice	Implementation	Target
Development and Building Permit Application Fees	Application fees exist for development and building permit applications.	Proponents pay Parks Canada fees directly. Parks Canada has opted not to implement new Fee Schedule in order to support rebuild.	Administrative, MOJ reimburses proponents from allocated funding in whole or in part.	- Affordable housing, - Market housing.
Subdivision Fees	Fees for subdivision of Lot.	Proponents pay Parks Canada fees directly. Parks Canada has opted not to implement new Fee Schedule in order to support rebuild.	Administrative, MOJ reimburses proponents from allocated funding in whole or in part.	- Affordable housing, - Market housing.
Rezoning Fees	Fees and surcharges as a result of applying to rezone property (ie. land- use policy amendment).	Proponents pay Parks Canada fees directly. Parks Canada has opted not to implement new Fee Schedule in order to support rebuild.	Administrative, MOJ reimburses proponents from allocated funding in whole or in part.	- Affordable housing, - Market housing.

Planning and Development Fees Currently Under MOJ Jurisdiction for incentive consideration

Off-Site Levies	Fee to recover costs for new capital tied to additional dwelling units.	Calculated by MOJ, proponent pays MOJ directly.	Administrative, MOJ covers fee through internal accounting of allocated funds in whole or in part.	- Affordable housing, - Market housing.
Local Improvement Levies	Fee charged to recover costs of specific infrastructure improvements that directly benefit a defined area or group of properties.	Calculated by MOJ based on project costs, apportioned among benefiting properties, proponent pays MOJ directly.	Administrative, MOJ covers fee through internal accounting of allocated funds in whole or in part.	-Affordable Housing
Municipal Property Tax	Annual taxes paid to the town for services like fire, road maintenance, and local government operations. Does not include provincial portion or HMB.	Calculated by MOJ, proponent pays MOJ directly.	-More involved: Council approval and Bylaw amendment required. <i>Section 364.2 of the MGA</i> -MOJ covers fee through internal accounting of allocated funds in whole or in part.	-Affordable rental housing
Street and Public Use Permit Fees	Charge to developer for using public lands during development; extended site, road closures, etc.	Calculated by MOJ, proponent pays MOJ directly.	Administrative, MOJ covers fee through internal accounting of allocated funds in whole or in part.	-Affordable housing

Policy Title:

Financial Tools to Incentivize Housing

Policy #

Effective Date:

Date adopted by Council:



1. POLICY STATEMENT

The Municipality of Jasper is committed to supporting the development of long-term, stable, and affordable housing that meets the evolving needs of the community.

To achieve this, the Municipality will use targeted financial tools to reduce barriers to development, construction, and increased residential density — encouraging a more diverse and sustainable housing supply.

2. PURPOSE

The purpose of this policy is to guide the use of financial tools to incent housing development in Jasper, with a focus on affordable and long-term rental housing.

3. SCOPE

This policy applies to the use of financial tools and incentives designed to encourage and support housing development within the Municipality of Jasper.

3.1. Eligible projects may include new construction, additions, or conversions of existing buildings, provided they result in a net new housing unit.

3.2. Projects must support long-term housing solutions and not be used for short-term or vacation rental purposes.

3.3. Fees, in whole or in part, for consideration of reimbursing, waiving, reducing or exempting under this policy may include:

- | | |
|---------------------------|------------------------------------|
| ○ Development Permit fees | ○ Off-Site Levies |
| ○ Building permit fees | ○ Local Improvement Levies |
| ○ Subdivision fees | ○ Municipal property tax |
| ○ Rezoning fees | ○ Street and Public Space Use fees |

3.4. Administration is authorized to develop the structure and terms of individual incentive programs, subject to the limitations and framework outlined in this policy.

Policy Title:

Financial Tools to Incentivize Housing

Policy #

Effective Date:

Date adopted by Council:



3.5. Each incentive program brought forward by administration must include, at minimum, the following components:

- Program objectives
- Eligibility criteria
- Application process and timelines
- Evaluation and approval criteria
- Duration and terms of commitment
- Reporting and compliance requirements

3.6. All incentive programs must be approved by Council prior to implementation.

3.7. Administration shall provide an annual report to Council on all incentive programs established under this policy. The report must include, at minimum:

- Summary of applications received and approved
- Total value of incentives allocated or committed
- Numbers and Types of housing units created

4. RESPONSIBILITIES

4.1 Council is responsible for:

- Reviewing and approving any revisions to this policy.
- Approving all incentive programs developed under this policy prior to implementation.
- Receiving annual reporting on incentive program outcomes and financial allocations.

4.2 The Chief Administrative Officer (CAO) is responsible for:

- Establishing and maintaining any procedures related to this policy.

4.3 Directors and Managers are responsible for:

- Carrying out the policy based on established procedures.

AGENDA ITEM 7.2

REQUEST FOR DECISION

Subject: Pop-Up Village Artists Studio Naming
From: Bill Given, Chief Administrative Officer
Prepared by: Isla Tanaka, Town Planner
Reviewed by: Beth Sanders, Director of Urban Design and Standards
Caylee LaBranche, Business Liaison, Jasper Recovery Coordination Centre
Date: September 9, 2025



Recommendation:

- That Committee recommend Council endorse the name *Creative Space Between the Trees* for the Pop-Up Village Artists Studio.

Alternatives:

- That Committee recommend Council endorse a different name.
- That Committee receive the report for information and take no further action.

Background:

The 2024 Jasper Wildfire Complex damaged or destroyed 358 structures in Jasper, including artists' studios. To assist with economic recovery, the Municipality of Jasper applied for a PrairiesCan grant. On March 6, 2025, PrairiesCan announced that the Municipality was a recipient of their Community Economic Development and Diversification Grant.

Discussion:

The economic and cultural importance of the local artisan community was stressed in the grant application, and funds were allocated to purchase a studio sea can to support local artists during the recovery period. The artists studio has been installed in the Jasper Pop-Up Village on Connaught Drive. As the studio is owned by the Municipality, its naming falls under the Municipal Assets Naming Policy (#D-013).

Artists who were active in Jasper pre-fire and who lost studio space and/or works of art to the 2024 Jasper Wildfire Complex are eligible to rent the studio. These artists were invited to participate in the studio's naming. The number of artists who meet the criteria is unknown, but attempts were made to reach as many as possible.

Engagement notices were sent through the Jasper Artists Guild and Habitat for the Arts, information was posted on the municipal Facebook and Instagram pages, and direct invitations were sent to artists who had been consulted on the studio design. These artists were invited to submit studio names and to attend a workshop held on August 28, 2025. Five artists responded and four attended the workshop; two of the artists are still living in other communities.

At the August 28, 2025, workshop, participants were presented with key elements of the Municipal Assets Naming Policy: categories, guiding principles, and practices to be avoided. The group discussed values that

would guide their choice of names. These values can be found in Attachment A. The artists were invited to choose a name that not only represents the studio, but also them, as artists, post-fire. Twenty-four possible names for the studio were suggested and sorted, and can be found in Attachment B. The three names that the participants would like Council to consider, in order of preference, are:

- Creative Space Between the Trees
 - The wildfire destroyed the undergrowth in the forest, but created an openness, a new space between the trees. This openness is temporary, existing only until regrowth happens. The artists studio is the same: a temporary space supporting the artist community through renewal. In artistic terms, open space is negative space that gives shape and meaning to everything around.
- Phoenix Art Studio
 - The phoenix is an archetypal symbol that has universal associations with rebirth, regrowth, reinvention and lots of other important 're' words that apply to art and creative expression. It evokes thoughts of the fire, but it is an opportunity to acknowledge and remember a monumental chapter of Jasper's history that should not be avoided.
- Art in a BOX
 - The studio will be a temporary home for the artists, and the sea can is literally a box. The name evokes feelings of a container, of an art box.

This short-list of recommended names is being submitted to Council for consideration, selection and endorsement, in accordance with the Municipal Assets Naming Policy. Should Council choose not to endorse a name, the studio will still be available to the artists but will not have a formal name that represents the artists until at least December 2025. The Pop-Up Village Artists Studio will continue to be used in the interim.

Strategic Relevance:

- Promote and enhance recreational and cultural opportunities and spaces.
- Communicate and engage with residents.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Ensure recovery planning and implementation is driven by local needs and empowers residents and businesses to meaningfully participate in rebuilding their community.

Inclusion Considerations:

The naming process was shaped through direct engagement with artists impacted by the 2024 Jasper Wildfire Complex. This approach prioritized those most affected, supported cultural recovery, and created an inclusive opportunity for community members with diverse backgrounds and experiences to influence the identity of a public space. The process reflects the Municipality's commitment to equitable and meaningful participation.

Relevant Legislation:

- Municipal Assets Naming Policy (#D-013)

Financial:

The recommendation can be carried out within the existing approved budget, and no additional resources are needed.

Attachments:

- Attachment A: VALUES EXERCISE, Pop-Up Village Artists Studio Naming Workshop, August 28, 2025
- Attachment B: NAMING EXERCISE, Pop-Up Village Artists Studio Naming Workshop, August 28, 2025

ATTACHMENT A: VALUES EXERCISE

What we
heard

Pop-Up Village Artists Studio Naming Workshop, August 28, 2025

The values below were created by participants of the pop-up village artists studio naming workshop and represent what the pop-up artists studio means to them.

Values

Resilience

"Seed"
Replanting

Fertile soil

Hothouse
for
creativity

Creators

Catalyst

Identity /
Identification

Curation

Local
artists

Recognition that arts
are an economic pillar

Rehabilitation

Expression

Growth

Original

Vital

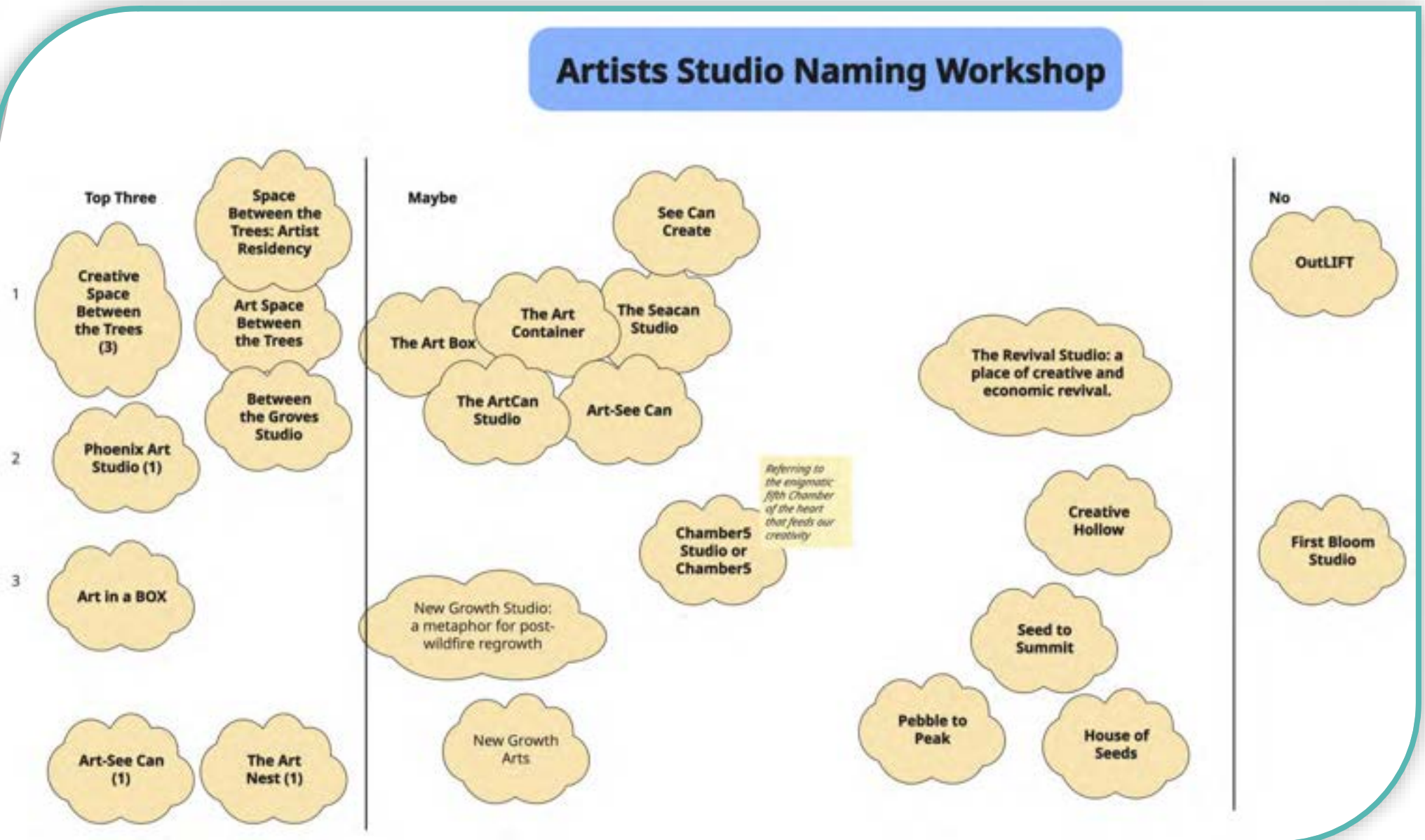
Archive of an era
of the time

ATTACHMENT B: NAMING EXERCISE

What we
heard

Pop-Up Village Artists Studio Naming Workshop, August 28, 2025

The image below shows how participants of the naming workshop organized different naming options to select their top three names.



AGENDA ITEM 7.3

REQUEST FOR DECISION

Subject: EDA Regional Economic Recovery and Resiliency Report
From: Bill Given, Chief Administrative Officer
Prepared by: Caylee LaBranche, Business Liaison
Reviewed by: Michael Fark, Director of Recovery
Date: September 9, 2025



Recommendation:

- That Committee receive the “The West Yellowhead Region: A Path Forward for Economic Recovery and Resiliency” report for information.

Alternatives:

- That Committee direct administration to return to a future meeting with additional information.

Background:

In response to the 2024 Jasper Wildfire and its regional impacts, Economic Developers Alberta (EDA) received funding from the Government of Alberta’s Northern and Regional Economic Development Program to deliver a Regional Economic Recovery and Resiliency Project in the West Yellowhead Region.

The EDA team visited Jasper, Hinton, Edson, Yellowhead County, and the MD of Greenview from May 12–15, 2025, engaging with over 200 stakeholders representing more than 80 organizations and businesses.

Discussion:

As part of this initiative, EDA deployed a Technical Assistance Team (TAT) of volunteer professionals with experience in municipal leadership, business recovery, workforce development, Indigenous economic participation, and post-disaster resiliency planning.

The resulting report, The West Yellowhead Region: A Path Forward for Economic Recovery and Resiliency, provides immediate, medium-term, and long-term recommendations for both Jasper-specific recovery and the broader West Yellowhead region. It offers a range of options for administration to consider and chose which to adopt or adapt as best suited to Jasper’s local context and evolving recovery priorities.

The TAT report highlights that Jasper’s economic recovery is central to the resilience of the wider West Yellowhead region. The findings validate work already underway and propose further action across the following themes:

- | | |
|---|--|
| • Economic Recovery and Business Support | • Tourism and Investment Revitalization |
| • Housing and Workforce Accommodation | • Indigenous Inclusion and Reconciliation |
| • Workforce Development | • Mental Health and Community Well-being |
| • Regional Collaboration and Governance | • Infrastructure and Environmental Resilience |

An administrative review of the report has found many of the TAT report recommendations align closely with current practices, plans, and priorities of the Municipality, Parks Canada, and other Economic Recovery Working Group member organizations, validating that the work of local leaders is in alignment with best practices identified by economic disaster recovery professionals.

This report provides the community an additional resource to guide recovery. This benefits local businesses, residents, and the wider region by ensuring actions are informed by best practices from other disaster contexts.

Strategic Relevance:

- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Collaborate with industry partners and other governments to foster a comprehensive, sustainable economic recovery for a more resilient destination.

Inclusion Considerations:

The TAT engagement included voices from small businesses, Indigenous Nations and Métis organizations, community service providers, elected officials, and residents. Recommendations emphasize inclusive and equitable recovery, with attention to Indigenous economic participation, diverse workforce needs, and mental health supports.

Relevant Legislation:

- NA

Financial:

The report was completed free of charge for the region, made possible through a Government of Alberta Northern and Regional Economic Development Program Grant to the Economic Developers Alberta and the volunteered time of their economic recovery experts. Receiving the report for information has no direct financial impact or commitments.

Attachments:

- The West Yellowhead Region: A Path Forward for Economic Recovery and Resiliency – 2025 Technical Assistance Team Findings (Economic Developers Alberta, 2025)



ECONOMIC DISASTER
RECOVERY PROGRAM

THE WEST YELLOWHEAD REGION:

A PATH FORWARD FOR
ECONOMIC RECOVERY
AND RESILIENCY

2025

TECHNICAL ASSISTANCE TEAM FINDINGS



A special thank you to Nancy Robbins, Caylee Labranche, Morgan Roberts, Stefan Felsing, and the Jasper Chamber of Commerce for their onsite support and advice.



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Note to Reader

To the communities of the West Yellowhead region:

The Technical Assistance Team was honoured to visit your region and engage with many leaders, business owners, Indigenous partners, and community organizations working tirelessly to rebuild what was lost and create new opportunities following the 2024 wildfires.

After receiving a grant from Alberta's Northern and Regional Economic Development Program, Economic Developers Alberta (EDA) quickly assembled a team of volunteers to support regional business and economic recovery efforts. Our objective was clear: to listen deeply, gather your insights, and provide practical, experience-informed recommendations to enhance your efforts and accelerate business and economic recovery. With nearly 140 years of combined experience in economic development, municipal leadership, and disaster recovery, our team integrated local knowledge with best practices in the field.

We were inspired by the dedication and creativity shown throughout the region. Local officials took prompt action to implement interim housing solutions, support businesses, and begin rebuilding essential infrastructure. Community Futures West Yellowhead continued to facilitate local and regional economic development through business retention and support efforts. This included updating a regional business database, promoting emergency grants and loans, organizing networking events, and initiating tourism support programs, primarily funded by PrairiesCan and the Canadian Red Cross. These early initiatives demonstrated the community's commitment to rebuilding from a position of strength.

This report captures what we heard—your challenges, strengths, and aspirations for a more resilient and inclusive future. By combining local insights with best practices, we are confident this approach will:

- *Accelerate business and economic recovery efforts*
- *Support informed political decision-making*
- *Improve access to funding and intergovernmental support*
- *Build long-term capacity to handle future challenges*

The journey ahead will require ongoing collaboration, sustained investment, and an expanded capacity for economic development. The recovery process is not linear; no community can achieve it alone. With the resilience and determination shown both locally and regionally, this area is revitalizing, fueled by fresh energy and new ideas.

This report serves as both a roadmap and a source of inspiration, acknowledging the tremendous effort already invested in the community and the ongoing work. We aim to provide valuable tools to support your journey ahead. We sincerely appreciate your warm welcome to your communities and are grateful for the opportunity to contribute to your next chapter.

With deep respect and appreciation,

Members of the EDA Technical Assistance Team

Executive Summary

The 2024 Jasper wildfire is one of Canadian history's most devastating natural disasters, inflicting severe damage on Jasper's tourism-dependent economy and sending shockwaves across the broader West Yellowhead region. This latest disaster has only deepened the economic hardship for a region already reeling from years of disruption, including the COVID-19 pandemic, previous wildfires, and recurring floods. Rather than a standalone crisis, this wildfire is the latest in a series of cumulative blows that have strained local businesses, infrastructure, and workforce capacity, making recovery more urgent and complex.

Local leaders across the region acted quickly in the face of this most recent disruption. Given these less-than-ideal circumstances, efforts led by Community Futures West Yellowhead and the Jasper Recovery Coordination Centre have been exceptional. Impressive efforts have been made to implement interim housing solutions, streamline permitting processes, launch business outreach programs, secure emergency funding, and engage the public in recovery efforts. In addition to this, support from the local chambers of commerce, municipal councils, Parks Canada, and numerous community volunteers reflects a deep commitment to the region, laying the necessary groundwork for long-term resilience and recovery.

Historically, the region has faced staffing constraints, infrastructure limitations, and gaps in economic development expertise, making it difficult to respond effectively to the scale and complexity of business and economic recovery issues. As the region moves toward long-term economic renewal, it will be crucial to provide additional resources, improve coordination, and establish dedicated economic development efforts to speed up progress. Experience from other regions shows that, although recovery can take years, enhancing local capacity can help shorten timelines and improve outcomes.

Since 2013, Economic Developers Alberta (EDA)¹ has done significant business and economic recovery work, supporting communities with Technical Assistance Team (TAT) visits and reports following the 2013 Southern Alberta floods and the 2016 Fort McMurray wildfires. During that period, it also developed various tools and delivered a series of economic resilience training programs locally, nationally and internationally.

In response to the 2024 Jasper wildfire, Economic Developers Alberta identified an opportunity to assist affected communities by establishing a Technical Assistance Team (TAT), similar to those created in 2013 and 2016. With funding from the Government of Alberta's Northern and Regional Economic Development Program, EDA was able to recruit and support a Team, in collaboration with various community and government partners, to hear directly from local businesses, community leaders, non-profits, Indigenous groups, crown corporations, utility companies and others about regional challenges and opportunities in the future.

¹ See Glossary of Terms

This report and its recommendations are not intended to assign blame or point fingers. Rather, they are offered in a spirit of partnership and shared purpose—to support regional collaboration and strengthen economic development capacity across the West Yellowhead region.

Recommendations aim to accelerate recovery, enhance long-term resiliency, and equip the region with tools to move forward together. They are grounded in what the Technical Assistance Team (TAT) heard during onsite meetings, business walks, and one-on-one interviews. They also build on what has already been done to support the region by local leaders. While it is not meant to be a statistical, quantitative report, it reflects various business concerns and needs within the region. It also incorporates the TAT's professional experience and review of community reports, offering several immediate, short-term, medium-term, and long-term recommendations designed to assist strategic economic development, build capacity, and accelerate the region's sustainable economic recovery.

Recommendations are organized around the following themes:

- **Economic Recovery and Business Support:** Rebuilding the economy starts with helping existing businesses survive and grow. Streamlined permitting, access to funding, and business outreach are immediate levers that directly impact jobs, tax revenue, and service restoration.
- **Housing and Workforce Accommodation:** Businesses cannot recover without workers, and workers need housing. Workforce accommodation—both temporary and permanent—is essential to stabilize operations, support reconstruction, and attract talent.⁽²⁾
- **Workforce Development:** Workforce gaps are a persistent barrier across the region. Aligning training with industry needs and increasing labour mobility are critical to ensuring businesses can scale and meet demand during and after recovery.⁽³⁾
- **Regional Collaboration and Governance:** Even the best strategies can fail without coordination. A regional approach helps align goals, pool resources, and reduce duplication, amplifying impact and ensuring equitable development across communities.
- **Revitalizing Investment and Tourism:** Tourism serves as the primary economic engine for Jasper and plays a significant role in the regional economy. By revitalizing and expanding this sector and promoting investment opportunities, the region can boost revenue, attract more visitors year-round, and restore confidence in the local economy.
- **Indigenous Inclusion and Reconciliation:** Inclusive recovery is a stronger recovery. Indigenous communities bring critical cultural, economic, and governance perspectives. Their involvement ensures strategies are respectful, representative, and sustainable over time.
- **Mental Health and Community Well-being:** While indirect, emotional recovery is essential to business and workforce resilience. Supporting mental well-being prevents burnout, improves retention, and strengthens communities.
- **Infrastructure and Environmental Resilience:** Essential for sustainability and prosperity, with a fundamental, long-lasting impact.

To move these recommendations from vision to action, targeted investments will be required to increase economic development capacity, regional coordination, business support services, and infrastructure renewal. With sustained support from provincial and federal governments, industry partners, and philanthropic organizations, the West Yellowhead region can rebuild and reimagine its future as a national model for rural resilience and inclusive prosperity.

The foundation has been set. Now is the time to build on this momentum, with the leadership, resources, and collaboration needed to drive meaningful, lasting recovery.

⁽²⁾ Housing shortages are nationwide and in the West Yellowhead region, Jasper is impacted the most, followed by Hinton.

⁽³⁾ Workforce development and attraction are not isolated to this region. It is a national issue that local governments are increasingly having to address.

Background

The West Yellowhead Region

The West Yellowhead region comprises four key Alberta municipalities—Jasper, Hinton, Edson, and Yellowhead County—each with distinct demographic and economic profiles yet closely interconnected by geography, infrastructure, and shared economic interests. Grande Cache was also included in this assessment, as it is part of the Community Futures West Yellowhead catchment area and within the MD of Greenview.



Source: Google Maps

Over the past 5 years, the region has demonstrated remarkable strength and adaptability in the face of relentless challenges—from the global pandemic to the devastating wildfires and floods that struck Edson in 2023, and the widespread impact of the 2024 Jasper wildfires. While communities continue to show resilience, the cumulative toll of these events has left many physically, emotionally and economically exhausted. The rural and remote nature of this region adds to the challenges of accessing resources needed to recover and grow.

The Town of Jasper is located four hours away from the nearest metropolitan center and functions as a unique micro-economy, supported by nearby towns such as Hinton and Edson to the east, and, to a lesser extent, Grande Cache to the north and Valemount, B.C., to the west. Below is a snapshot of the communities and more information on each can be found in Appendix 4.

Municipality	2024 Population	Recent Trend	Key Economic Sectors
Edson	8,374	Stable	Energy, transportation, local services
Grande Cache	3,276	-1.7% since 2023	Mining, forestry, oil and gas, institutions, tourism
Hinton	9,872	-0.8% since 2023	Forestry, mining, oil and gas, gateway tourism
Jasper	4,780	-1.5% since 2023 ⁴	Tourism, hospitality, park services
Yellowhead County	10,923	+0.4% since 2023	Agriculture, forestry, rural services, camps

⁴ Based on 2021 Statistics Canada extrapolated to 2024

Jasper is the region's iconic tourism destination. While Yellowhead County, Hinton and Grande Cache are experiencing growth in the tourism sector, they remain primarily resource and service hubs. Edson's economy is also diversifying, and the town has a stable resource sector and affordable housing options that support the region overall. Yellowhead County offers more rural living opportunities and supports heavy industrial developments. The larger region includes a mix of urban service centers, rural communities, and Indigenous Nations and Métis, each contributing unique strengths and needs.

Indigenous partners of Jasper National Park include:

<ul style="list-style-type: none"> • Alexis Nakota Sioux Nation • Aseniwuche Winewak Nation • Enoch Cree Nation • Ermineskin Cree Nation • Foothills Ojibway Society • Horse Lake First Nation • Kelly Lake Cree Nation 	<ul style="list-style-type: none"> • Kelly Lake Métis Settlement Society • Lac Ste. Anne Métis • Louis Bull Tribe • Mountain Cree • Mountain Métis • Nakcowinewak Nation of Canada • O'Chiese First Nation • Paul First Nation 	<ul style="list-style-type: none"> • Samson Cree Nation • Simpcw First Nation • Stoney Nakoda Nations (representing Chiniki, Wesley, and Bears paw Nations) • Sucker Creek First Nation • Sunchild First Nation • Swan River First Nation
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In addition, collective representative organizations include:

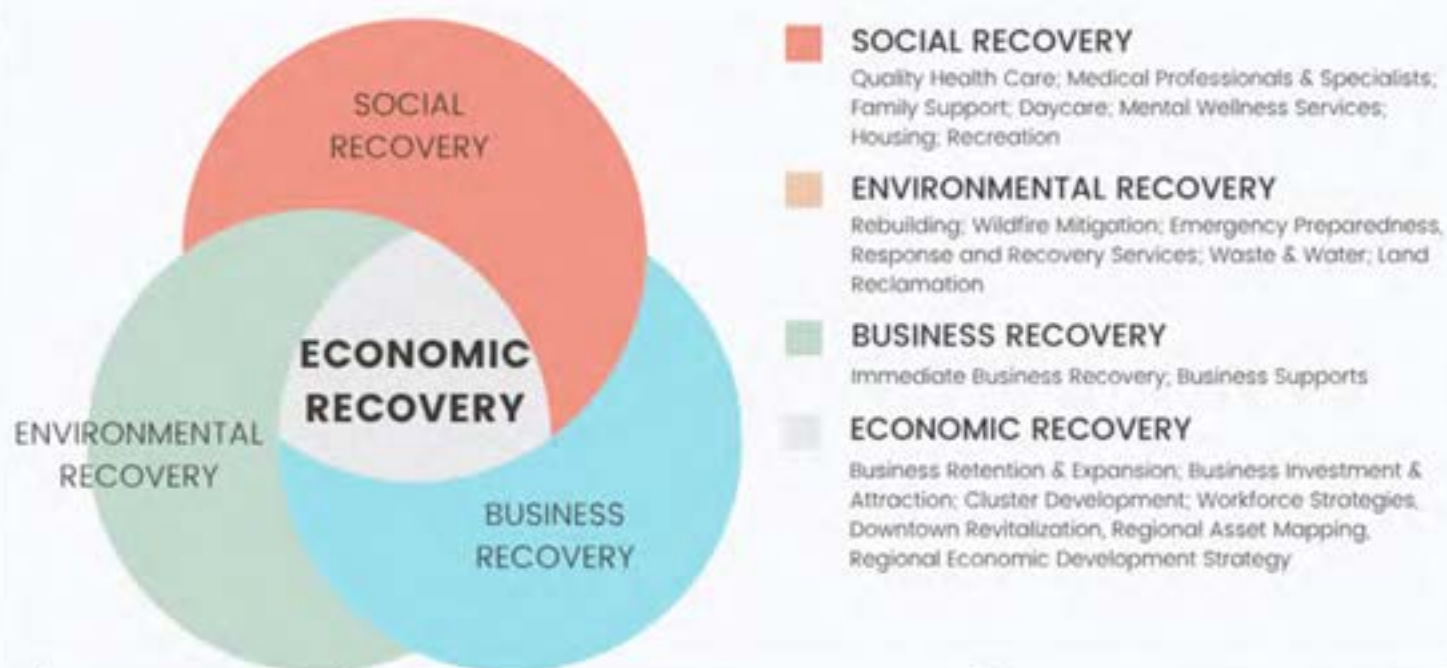
- Treaty 8 First Nations of Alberta (representing 23 First Nations in Alberta and 1 First Nation in the Northwest Territories)
- Confederacy of Treaty Six Nations (representing 17 First Nations in Alberta and 1 in Saskatchewan)
- Métis Nation of Alberta – Zone 4
- Métis Nation British Columbia⁽⁵⁾

⁽⁵⁾ <https://parks.canada.ca/pn-np/ab/jasper/autochtones-indigenes/partenaires-partners>



Elements of Economic Recovery

Effective economic recovery aligns all core blocks of governance, partners, and funding with pragmatic social, environmental and business recovery requirements.



Governance	Partners	Funding
Leadership, Strategy, Fiscal Policy, Communication, Processes, Taxation, Transportation, Information Management, Resiliency	MOJ, Yellowhead County, Town of Edson, Town of Hinton, Grande Cache, MD of Greenview, Town of Valemount, Parks Canada, Public Safety Canada, PrairiesCan, EDA, ABmunis, FCM, AEMA, Cando, Community Futures West Yellowhead, Metis and First Nations partners, IAC, Educational Institutes, PrairiesCan, JETI, Utilities, Travel Alberta, IBC, ITA, TIAA, ICSC, Workforce organizations, business leaders, Chambers, ACA, RNs, Social Profits, Community Foundations of Canada, AHS, CRC, BDC, Main Street	NRED, Alberta Innovates, Canadian Red Cross, PrairiesCan, Individual Project Sources, Community Foundations, Municipalities, In-Kind Support, ICCI

Business and Economic Recovery Best Practices

Across North America, communities are being tested by disasters—from wildfires and floods to industrial accidents and global economic shocks. While each event is unique, they offer valuable lessons and proven strategies for recovery and resilience.

These experiences show that successful recovery isn't just about restoring what was lost; it's about building stronger, more competitive, and more adaptable economies.

Disaster management typically follows four overlapping phases: prevention/mitigation, preparedness, response, and recovery. Communities experience these phases not as distinct steps, but as interconnected processes that unfold simultaneously.

Preparation is key. Communities that plan are better equipped to make informed decisions during a crisis, reducing the risk of losing essential services, core employers, and vital economic infrastructure. Without strong preparation, critical choices are often made reactively, under pressure, and with limited data.

Recovery begins immediately. The earliest decisions—such as assessing business impacts and addressing workforce gaps—set the tone for long-term outcomes. This is where leadership matters most.

Transparent, coordinated governance helps align recovery efforts across social, economic, and environmental priorities.

At the heart of long-term resilience is economic competitiveness. Thriving communities support diverse industries, skilled local workforces, and responsive infrastructure. They offer stability and quality of life, factors that attract new investment, talent, and opportunity.

Ultimately, the health of a region's economy depends on the strength of its businesses and its ability to adapt in the face of change. Recovery done well is more than a return to normal—it's a launchpad for lasting growth.



Value of Technical Assistance Teams (TATs)

Most communities don't have a clear plan to restart their local economy after a major disaster. Fortunately, the field of economic development offers a growing range of best practices, tools, and case studies to guide recovery efforts.

One proven approach is using Technical Assistance Teams (TATs), a model developed by the International Economic Development Council (IEDC). For over 30 years, TATs have supported disaster-affected communities across the U.S. and Canada.

These teams comprise experienced economic development professionals who volunteer their time to help others navigate recovery. They are recruited explicitly with the community's needs and the specific disaster in mind. Many have lived through disasters themselves and bring practical, real-world insights. As neutral advisors, TATs offer guidance, share lessons learned, and help local leaders develop strategies to rebuild stronger and more resilient economies.



TAT Members

In May 2025, following nearly a year of collaboration with stakeholders across the West Yellowhead region, Economic Developers Alberta (EDA) deployed a volunteer Technical Assistance Team (TAT) to support business and economic recovery efforts. This initiative was made possible through funding from the Government of Alberta's Northern and Regional Economic Development Fund, along with a financial contribution from Backroads.

Recognizing the disaster's complexity and the nature of the regional economy, EDA assembled a team of volunteers with hands-on experience in post-disaster business and economic recovery. Team members brought expertise in entrepreneurship, tourism, business retention, investment attraction, rural economic development, Indigenous economic participation, transportation, workforce, municipal leadership and resiliency planning.

Together, the following Team represented almost 140 years of combined economic development experience:



Leann Hackman-Carty

Economic Developers Alberta,
Chief Executive Officer



Amanda Mercer

Town of Sylvan Lake,
Economic Development Officer



Lorie Watson

Town of Okotoks,
Economic Development Officer



Katlin Ducherer

City of Lloydminster,
Economic Development Officer



Eleanor Miclette

Town of Canmore,
Economic Development Manager



Kent Rupert

Invest Alberta,
Economic Development Professional



Steve Upham

Economic Development
Committee Volunteer &
Previous Municipal Councillor



Kyle Reiling

MD of Greenview No. 16,
Greenview Industrial Gateway
Executive Director



Christopher Smith

Travel Alberta,
Manager, Destination
Development for Northern
Rockies & Wildlands



Kimberley Worthington

Upham Strategies,
Economic Development
Consultant

For further information on the responsibilities and qualifications of the West Yellowhead Technical Assistance Team, see Appendix 6.

Project Methodology

Technical Assistance Teams (TATs) are deployed to help communities recover from disasters by providing practical, experience-based guidance. They listen directly to those affected, through interviews, focus groups, and community meetings, review local plans and data, and deliver tailored recommendations grounded in real-world recovery expertise.

For this project, the TAT reviewed key municipal documents from the West Yellowhead region, materials from Parks Canada, business surveys, and regional data. These were compiled into a digital library, and economic snapshots were created for each community before the site visit.

The engagement process focused on elevating local voices, especially those of business owners. Over five days, the TAT met with over 200 persons from over 80 organizations and businesses. In addition to scheduled meetings, the team conducted business walks in each community, adding insights from more than 30 additional businesses. Several follow-up interviews, including with Indigenous representatives, were also conducted virtually after the site visit.

While this outreach was not designed to be statistically representative, it captured a wide range of lived experiences. These local perspectives have directly shaped the recommendations in this report, grounding them in the realities of those who live, work, and lead in Jasper and the broader West Yellowhead region.

Throughout the engagement, stakeholders provided feedback in several key areas:

- **Policy Alignment:** Ensuring local strategies align with provincial and federal priorities, including rural development, Indigenous reconciliation, housing, climate adaptation, and infrastructure investment.
- **Funding Pathways:** Identifying grants, programs, and investment tools to support initiatives like housing, workforce development, tourism recovery, and small business support.
- **Data and Research Support:** Sharing regional data, forecasts, and best practices to guide evidence-based decisions.
- **Innovation and Collaboration Models:** Highlighting effective inter-municipal, public-private, and cross-government approaches that could be adapted locally.
- **Capacity Building:** Training, technical assistance, and institutional support are recommended to strengthen the region's leadership and economic development capacity.

Local contacts, including the JRCC, Jasper Chamber of Commerce, Community Futures West Yellowhead, Yellowhead County, MD of Greenview, Town of Hinton, and Town of Edson, facilitated meetings with these groups.

JASPER

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| <ul style="list-style-type: none"> • 52 North Builders • Andromeda Coffee • Backroads Cycling Adventures • Everest Outdoor Store • Habitat for the Arts • Jasper Alpine Music • Jasper Alpine Village • Jasper Chamber of Commerce • Jasper Community Team Society • Jasper Food Tours • Jasper Hotel Association • Jasper House • Jasper Liquor Store | <ul style="list-style-type: none"> • Jasper Mural Festival • Jasper Park Riding Stables • Jasper Rafting Adventures • Jasper Source for Sports • Marmot Basin • Mettra Pharmacy • Mount Robson Inn • Oshea's Restaurant • Parks Canada • PharmaSave • Pursuit • Ridgeline Construction • Rockaboo Ice Climbing • Rocky Mountain Rail | <ul style="list-style-type: none"> • Servus Credit Union • TD Canada Trust • Tee Consultancy • Tekarra Lodge • Totem • Town of Jasper CAO & Administration • Town of Jasper Mayor and Council • Town of Jasper Recovery Coordination Centre Staff • Tourism Jasper • Vlahos Holdings • Watt Construction • Waunderlust Images |
|---|--|---|

WEST YELLOWHEAD REGION

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • ATB Financial Edson • ATCO • Community Futures West Yellowhead • Edson Community Foundation • Edson Friendship Centre • FortisAlberta • Fox Creek Developments • Griffiths Ford • Hinton Chamber Board of Directors • Hinton Food Bank Association • Hinton Hospital Foundation • Hinton Pathways | <ul style="list-style-type: none"> • Hinton and the Northern Rockies DMO • Home Hardware Hinton • Jasper East Cabins • MD of Greenview Reeve and Council • Novus Earth • Overlander Lodge • Super 8 Edson • The Wild Orchid Liquor Store • Town of Edson Economic Development • Town of Edson FCSS • Town of Edson Fire Chief | <ul style="list-style-type: none"> • Town of Edson Mayor • Town of Hinton Strategic Projects Team • Town of Hinton Mayor & Council • West Yellowhead RCMP • West Yellowhead Synergy Oil and Gas Business Group • Wild Mountain Musical Festival • Yellowhead County Communications Department • Yellowhead County Mayor |
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Indigenous Engagement

Cando (the Council for the Advancement of Native Development Officers) supported the Indigenous engagement stream. The project team successfully held focused discussions with representatives from 15 Indigenous groups in Jasper, Hinton, Edson, Yellowhead County, and Grande Cache. These sessions included multiple voices from each organization.

- | | | |
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| <ul style="list-style-type: none"> • Alexis First Nation Treaty 6 • Anishinaabe Nation Rocky Mountain • Aseniwuche Winewak Nation • Bigstone First Nation -Treaty 8 • Edson Friendship Centre | <ul style="list-style-type: none"> • Edson Indigenous Community Members • Hinton Friendship Centre • Horse Lake First Nation-Treaty 8 • Indigenous Tourism Alberta • Kisiko Awasis Kiskinhamawin | <ul style="list-style-type: none"> • Mahikan • Métis Nation Alberta • Mountain Cree Incorporated • Small Boys Camp • Sturgeon Lake Cree Nation-Treaty 8 |
|--|---|--|

While this engagement was not intended to serve as a formal consultation process—since that was beyond the scope of the project—it offered invaluable Indigenous perspectives reflected throughout this report in the context of economic development. One key recommendation is the need for ongoing, meaningful engagement with Indigenous communities in all aspects of planning, decision-making, and implementation. This inclusive approach will help ensure future strategies are respectful, culturally informed, and grounded in true partnership.

Organizations like the Alberta Ministry of Indigenous Relations can play a valuable role in supporting this work by offering guidance, pathfinding services, and access to funding opportunities for Indigenous-led or collaboratively developed projects.

Provincial, Federal Government, including Crown Corporations and Organizations

Engagement with provincial and federal partners began early in the project and continued throughout its duration. These organizations contributed valuable insights, ideas, and potential solutions that helped shape a broader understanding of how regional opportunities can be realized. Their input added important context to the local engagement findings and underscored the critical role of multi-level collaboration in advancing economic recovery and long-term resilience across the region.

Staff from multiple ministries, agencies, and Crown corporations actively participated, offering expertise that complemented local knowledge and supported the development of aligned, forward-looking recommendations.

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| <ul style="list-style-type: none"> • Alberta Ministry of Forestry and Parks • Alberta Ministry of Indigenous Relations • Alberta Ministry of Jobs, Economy, Trade and Immigration • Alberta Real Estate Foundation | <ul style="list-style-type: none"> • Alberta Southwest Regional Alliance • Canadian Red Cross • Cando • Community Futures West Yellowhead • Economic Developers Alberta • Growth Alberta | <ul style="list-style-type: none"> • Insurance Bureau of Canada (IBC) • Invest Alberta Corporation • Parks Canada • PrairiesCan • Public Safety Canada • Travel Alberta |
|--|--|---|



Economic Recovery Recommendations

Recommendations presented in this report have been categorized into those specific to Jasper and those that apply regionally, according to the following timelines:



- Immediate to Short-Term = Includes recommendations given to the communities during the TAT debrief in May 2025 and up to June 30, 2026
- Medium-Term = Approximately 1-2 years from July 2025
- Long-Term = Approximately 3-5 years from July 2025

To facilitate swift and effective decision-making, a summary of these recommendations is provided below, with more detailed recommendations and supporting background regarding wildfire impacts, challenges and opportunities in Appendix 7. It's important to note that some of these recommendations may already be underway. In these cases, this report acts as a validation of those activities.



JASPER RECOMMENDATIONS

Time Frame	Priority	Recommendations
Short-Term (Immediate-June 2024)	High	<ul style="list-style-type: none"> Develop a Unified Business and Tourism Recovery Communications Strategy Conduct a Regional Workforce and Business/Industry Needs Assessment Create and Promote Online Local Business Directories Develop a Stakeholder Map and Inventory of Housing Organizations/Programs
	Medium	<ul style="list-style-type: none"> Optimize the Regional Business Support Ecosystem Work with the Insurance Industry to Deliver Business Continuity Training Support Business Engagement Across Sectors (e.g., Networking, Indigenous Forums)
	Low	<ul style="list-style-type: none"> Review and Consolidate all Existing Housing Strategies Develop a Communications Strategy on Economic Programs and Progress Reporting Distribute a Map of Cultural/Traditional Land Use Sites
Medium-Term (July 2025-2027)	High	<ul style="list-style-type: none"> Allocate Local Resources for Economic Development and Recovery Develop a Downtown Revitalization Plan (Mainstreet Program) Advance a Winter and Shoulder Season Tourism Strategy Increase Business Continuity Planning
	Medium	<ul style="list-style-type: none"> Build Internal Economic Development Capacity Through EDA Training Participate in Regional Workforce and Skills Assessment Promote Local Procurement Opportunities Foster Closer Regional Collaboration with Indigenous Partners (Tourism/Business)
	Low	<ul style="list-style-type: none"> Explore Accessibility Improvements (Facilities, Recreation, Transportation) Work on Regional Housing Strategy and Alternative Models (P3s, Cooperatives) Invite the Alberta Professional Planners Institute to Run a Planning-Focused TAT Create Trades Training Partnerships for Local Rebuild Efforts
Long-Term (July 2025-2030)	High	<ul style="list-style-type: none"> Develop and Participate in a 5-10 Year Regional Economic Development Strategy Create and Implement a Business Investment & Attraction (BIA) Strategy Develop a Connected Tourism Corridor (Jasper-Edson-Edmonton)
	Medium	<ul style="list-style-type: none"> Participate in a Regional Business Cluster Development Strategy Redevelop Aging Commercial Infrastructure Using Resilient Designs Continue Strengthening Emergency Preparedness and Inter-Municipal Coordination
	Low	<ul style="list-style-type: none"> Undertake a Regional Asset Mapping Exercise Advance Accessibility Improvements (Transportation, Facilities, Events)

WEST YELLOWHEAD RECOMMENDATIONS

Time Frame	Priority	Recommendations
Short-Term (Immediate-June 2025)	High	<ul style="list-style-type: none"> • Develop a Unified Business and Tourism Recovery Communications Strategy • Conduct a Regional Workforce and Business/Industry Needs Assessment • Create and Promote Online Local Business Directories • Develop a Stakeholder Map and Inventory of Housing Organizations/Programs
	Medium	<ul style="list-style-type: none"> • Optimize the Regional Business Support Ecosystem • Work with the Insurance Industry to Deliver Business Continuity Training • Support Business Engagement Across Sectors (e.g., Networking, Indigenous Forums)
	Low	<ul style="list-style-type: none"> • Review and Consolidate all Existing Housing Strategies • Develop a Communications Strategy on Economic Programs and Progress Reporting • Distribute a Map of Cultural/Traditional Land Use Sites
	*Mental Wellness	<ul style="list-style-type: none"> • Ensure Adequate Mental Health Supports and Promote Access • Host Regional "Donuts & Dialogues" and Mentorship Cafés
Medium-Term (July 2025-2027)	High	<ul style="list-style-type: none"> • Allocate Local Resources for Economic Development and Recovery • Build Regional Economic Development Capacity Through EDA Training • Enhance Regional Transportation for Workforce Mobility • Continue Developing the Regional Business Database
	Medium	<ul style="list-style-type: none"> • Promote Local Procurement Opportunities Across the Region • Develop a Regional Economic Profile and Commercial Space Inventory • Create a Downtown Revitalization Plan for Hinton and Edson • Host an Annual/Biannual "State of the Economy" Summit • Explore a Regional Business License/Registration System • Foster Closer Collaboration with Indigenous Partners (Tourism/Business)
	Low	<ul style="list-style-type: none"> • Inventory Brownfield, Greenfield, and Greyfield Development Sites
Long-Term (July 2025-2030)	High	<ul style="list-style-type: none"> • Develop a 5-10 Year Regional Economic Development Strategy • Create and Implement a Regional Business Investment & Attraction (B&A) Strategy • Complete a Connected Tourism Corridor (Jasper-Edson-Edmonton)
	Medium	<ul style="list-style-type: none"> • Develop a Regional Business Cluster Development Strategy • Complete a Regional Asset Mapping Exercise • Develop a Regional Business Recovery Toolkit • Advance Food Security Initiatives to Support Resilience
	Low	<ul style="list-style-type: none"> • Strengthen Regional Emergency Preparedness with Indigenous and Municipal Partners • Analyze Long-Term Environmental Risks (flooding, wildfire, biodiversity)

The Next Normal: A Path Forward

The past decade has been marked by cascading crises across the West Yellowhead region—wildfires, floods, a global pandemic, housing shortages, labour instability, and economic disruption. The 2024 wildfire in Jasper, one of Canadian history's most destructive natural disasters, intensified these pressures, evacuating over 25,000 including 5,000 displaced residents destroying nearly a third of the town's buildings, and halting the region's peak tourism season. But amid the devastation, something else emerged: unity, resolve, and a deep well of community strength.

The region has already taken critical first steps. Collaborative efforts are underway to address immediate needs, such as temporary housing for workers, streamlined permitting for rebuilds, and enhanced mental health supports. Communities are working together to improve communication, invest in tourism recovery, and begin reconnecting social infrastructure lost in the fire.

However, perhaps the most urgent and foundational need is to build economic development capacity. Historically under-resourced in this area, the region must now invest in people, systems, and strategies that can support sustained economic renewal. This includes hiring dedicated local and regional economic development staff, training municipal leaders, coordinating investment attraction efforts regionally, and developing a 5-10 year regional economic strategy incorporating Indigenous voices, climate resilience, and aligned community-driven priorities.

These actions are not simply about rebuilding what was lost but about shaping what comes next. As the report emphasizes, recovery is not a return to the past but a bold step into a next normal where communities are more connected, inclusive, and prepared to adapt to ongoing change.

The path forward is not easy. Complete recovery may take years. But already, the region is demonstrating that even in the wake of tremendous loss, there is a collective will to move forward—with purpose, vision, and hope.

As Archbishop Desmond Tutu once said, "Hope is being able to see that there is light despite all of the darkness." That light is already visible—in the hands of volunteers, entrepreneurs' plans, local leaders' resolve, and the community's strength. It is visible in the conversations between Indigenous and non-Indigenous partners, in the creativity of tourism businesses reinventing themselves, and in the quiet determination of those who choose to stay, rebuild, and believe in a better tomorrow.

The people of Jasper, Hinton, Edson, Yellowhead County, Grande Cache, and surrounding Indigenous Nations are not only rebuilding—they are reimagining. With continued collaboration, investment, and leadership, this region can become a model of rural economic resilience, reconciliation, and shared prosperity for all of Canada.

Appendices

- 1 Impact- The 2024 Wildfires
- 2 Key Challenges
- 3 Key Opportunities
- 4 Community Profiles
- 5 Document Review
- 6 Technical Assistance Team (TAT) Profiles
- 7 Detailed Recommendations
- 8 Glossary of Terms

Appendix 1: Impact- The 2024 Wildfires

The July 2024 Jasper wildfire complex burned in Jasper National Park. Fires started north and south of the town of Jasper and quickly grew out of control. On July 22, a mass evacuation of 25,000 residents, workers, and visitors was ordered. The fires merged and swept through the town, destroying 358 primary structures. The evacuation order lasted until August 16, but fires to the south continued to burn out of control. On September 7, Parks Canada announced that the wildfire was under control, with the fire estimated to be 32,722 hectares (80,860 acres) in size, and was declared extinguished on April 1, 2025. Sadly, one firefighter lost his life. Insurance companies paid \$880 million in claims, making it one of the most expensive natural disasters in Canadian history. According to several sources, including the Insurance Bureau of Canada, the Jasper Wildfire Complex topped the list of Canada's 10 most impactful weather stories of 2024.

The extensive economic and social consequences of the 2024 fires significantly affected the business environment, the tourism industry, and the regional economy. The following trends and outcomes are just a snapshot of what was being publicly reported by local news outlets, Parks Canada, Tourism Industry Association of Alberta and Tourism Jasper:

- Wildfire damage estimate \$1.23B
- 1700 property claims
- 358 buildings out of 1,112 total and 800+ homes destroyed, representing 30% of the town. Tekarra and Jasper House properties were completely destroyed. Alpine Village lost 25 of its 55 log cabins.
- As of March 2025, 60 residential units and all commercial units/buildings have been cleaned up.
- In 2021, there were over 2,500 people in Jasper's labour force concentrated in the service sector and sales and services occupations. More than half (53%) of the labour force is focused on three tourism-dependent industries: accommodation and food services, arts, entertainment and recreation, and retail trade.
- Peak season visitation from May–September provides 60% of annual revenues.
- As tourism declines significantly in the winter, more than half of the labour force in 2021 reported working only part-time, or for only part of the year. Workers in temporary positions also constituted 20% of the labour force.
- Occupancy (Available lodging/rooms) before wildfires was 2,726. After, it was 2,083 (-23.5%).
- 26% of businesses reported permanent staff departures
- 1,500 temporary foreign workers lost both jobs and housing as staff accommodation on the job site was heavily reduced.
- Business revenue losses were \$4.5M daily during peak season in July and August. .

Hinton, Edson, Grande Cache, and Yellowhead County benefit from the influx of visitors to Jasper National Park, which is closely linked to Jasper's tourism economy. Before the fires, the number of visitors to Jasper and the National Park exceeded pre-pandemic levels contributing \$52.3 million to Alberta's tourism economy. This activity supported 5,100 jobs and generated \$69 million in taxes. By 2022, Alberta's tourism spending reached \$10.7 billion, exceeding pre-pandemic levels two years ahead of schedule, highlighting a strong post-pandemic recovery. However, significant worker shortages were still evident, exacerbated by a lack of housing.

In the first half of 2024, international spending across Alberta was projected to reach a record high of \$1.2 billion—36% higher than the same period in 2019—indicating a remarkable year for tourism in the region.

Strategic initiatives aimed at growth, including Travel Alberta's 'Bootstrap Plan', support for Indigenous tourism, promotion of domestic travel, and ongoing investments in infrastructure, workforce development, and sustainable tourism practices, have effectively contributed to long-term growth and resilience in these communities.

The local tourism economy continues to be the cornerstone of Jasper's livelihood. Since Jasper National Park reopened to the public in October 2024, businesses have noticed a slow uptake from visitors. Some business owners have yet to return to full operations. This slow recovery is attributed to the reduction in visitor lodging (accommodation rooms), shortage of housing for permanent and temporary residents, the permanent shutdown of businesses, the limited capacity for workers' quarters on site, the unseasonal warm temperatures, and the misconception that Jasper is still closed to the public perpetuated by the continued coverage of the wildfire.

In addition to ongoing government support, a group of leading tourism companies collectively pledged over \$5.5 million to help the Jasper community recover from the wildfires and support sustainable tourism growth and revitalization. This included:

- \$3 million from Pursuit, an attractions and hospitality brand with world-class experiences in the Canadian Rockies.
- \$1.5 million from Fairmont Jasper Park Lodge, an iconic luxury resort in the heart of Jasper National Park.
- \$1 million from Rocky Mountaineer, a world-renowned luxury train company.
- Up to \$300,000 from Jasper Brewing and Maligne Range Distillery in Jasper through auction proceeds.

Funds are being organized as a collaborative initiative, independently and transparently stewarded through trusted community organizations, including the Banff Community Foundation and Jasper Community Team Society. The structure will also help direct resources to high-impact recovery projects, local businesses, and community programs to build long-term success for Jasper and its residents.

Appendix 2: Key Challenges

Stakeholders identified several key challenges to the Technical Assistance Team during the consultation process. Addressing them will require coordinated action across multiple sectors, levels of government, and community stakeholders. With challenges, come opportunities which are identified in Appendix 3.

1. Housing Shortages and Affordability

- Acute housing shortages affect workforce accommodation and community recovery, especially in Jasper and Hinton.
- High lease rates and a lack of diverse housing stock limit the ability to attract and retain workers and professionals (e.g., healthcare, trades).

2. Workforce Gaps and Retention

- Seasonal, transient workforce in Jasper undermines long-term staffing stability.
- International workforce needs extra support during emergencies.
- Skills mismatch and shortage of tradespeople, health professionals, and hospitality workers.
- Youth outmigration threatens the future workforce and community vitality.
- Aging population of business owners and healthcare professionals could significantly impact succession, healthcare service delivery, and community revitalization.

3. Permitting and Bureaucratic Barriers

- Lack of understanding of permitting processes, especially for rebuilds post-wildfire.
- Limited availability of geotechnical and environmental approval service providers.
- Businesses lack clarity in roles and responsibilities between local governments, Parks Canada, and the federal/provincial authorities.

4. Insurance and Financial Recovery

- Inadequate insurance coverage among many businesses for complete rebuild and remediation costs.
- Slow, unclear claims processes compounded by inconsistent information and insurer support.
- Lack of knowledge around business insurance requirements and continuity planning.

5. Communication and Governance

- Communication gaps identified between businesses and the government
- No centralized platform for disseminating accurate, timely recovery information.
- Limited regional economic development capacity, making coordinated action difficult.

6. Limited Economic Development Capacity

- Business recovery resources, grants and information is hard to find and understand locally.
- No comprehensive database of businesses with key content is available.
- No locally dedicated economic development staff in Jasper, Hinton, or Yellowhead County.
- Limited business continuity planning.

7. Mental Health and Well-being

- The combined emotional and financial toll of recent wildfires, past floods, economic instability, and the lingering effects of the COVID-19 pandemic continue to weigh heavily on residents, businesses, and essential service providers. These cumulative stressors underscore the need for coordinated recovery strategies and long-term support systems.
- High burnout and emotional strain among residents, business owners, and community leaders.

8. Infrastructure Deficiencies

- Aging infrastructure in roads, recreation, and commercial facilities limits recovery potential. Jasper's older infrastructure presents numerous barriers. This also precludes them from attracting major events such as the Special Olympics or the World Cups. Jasper faces substantial costs associated with providing infrastructure, amenities and services for hosting domestic and international visitors.
- Digital connectivity issues hinder remote work and economic diversification, especially in rural/mountainous areas.
- Older buildings and homes haven't yet integrated updated fire safety measures (e.g., cedar shakes).

9. Environmental and Climate Risks

- Ongoing wildfires, drought, and flood threats create recurring disruptions and insurance difficulties.
- Insufficient alignment between tourism development and ecological preservation in JNP restricts their ability to grow symbiotically.
- Slow integration of climate adaptation strategies into land use and economic planning.
- Need to analyze ongoing environmental issues related to the land, including flooding and water management, soil stability and landslides, wildfire risk and forest management, and biodiversity and habitat loss.

10. Equity and Inclusion Challenges

- Low level of Indigenous engagement in early emergency planning and economic recovery.
- Limited visibility and support for Indigenous-owned businesses in procurement and tourism.
- Indigenous cultural access and land use post wildfire have gone uncommunicated.

11. Market and Economic Volatility

- Overdependence on seasonal tourism and natural resource sectors, increasing vulnerability to external shocks.
- Disrupted supply chains and access to markets post-wildfire.
- Global tourism and energy fluctuations (e.g., inflation, geopolitical shifts) impact regional stability.

12. Childcare and Family Services

- Insufficient childcare availability limits workforce participation, especially for families.
- Lack of family support infrastructure reduces the appeal for long-term resident retention.

Appendix 3: Key Opportunities

Where there are challenges, there are also opportunities that can help the region press the "reset" button. The West Yellowhead region can take the time needed to build a solid operational foundation that will support long-term economic growth in the region.

Based on feedback from stakeholders and a review of the roles of JRCC, the Red Cross, Parks Canada, and both federal and provincial governments in the recovery process, as well as an overall assessment, the Technical Assistance Team identified several actions that could enhance the region's capacity and economic resilience.

1. Economic Development & Regional Collaboration

- Formalize regional collaboration through a Memorandum of Understanding (MOU) among municipalities, Indigenous communities, and partners.
- Develop a permanent coordination body to manage emergency preparedness, communication, and long-term resilience.
- Develop a 5–10 year Regional Economic Development Strategy rooted in asset mapping, business clusters, and coordinated investment attraction.
- Allocate resources to the economic development function.
- Foster regional branding and tourism corridor development.

2. Business and Investment Readiness

- Create a Business Recovery Support Hub to consolidate aid, resources, and guidance.
- Expand local entrepreneurship ecosystems using Community Futures, chambers, and Indigenous business accelerators.
- Continue developing the regional business database and an online local business directory to improve communication and support.
- Advance a Business Investment & Attraction Strategy (BI&A) tailored to cluster priorities and regional assets.
- Support local procurement and business opportunities, including Indigenous inclusion in economic supply chains.
- Mainstreet programming for downtown revitalization.

3. Housing Solutions

- Initiate a regional Housing Strategy, built on existing plans, stakeholder mapping, and potential external resources from the Rural Development Network and the Alberta Real Estate Foundation.
- Explore innovative housing models such as cooperatives, modular units, P3S, communal workforce and seasonal housing options.
- Pre-approved designs.

4. Workforce Development

- Conduct a regional workforce and skills assessment to align training with business needs.
- Create trades training partnerships with post-secondary institutions.
- Promote credentialing and apprenticeship programs to build local workforce capacity.

5. Indigenous Economic Participation

- Support authentic Indigenous tourism through cultural interpretation, land-based experiences, and artisan entrepreneurship.
- Map and promote access to cultural/traditional sites for Indigenous communities.
- Ensure consistent Indigenous engagement in economic planning, permitting, and development initiatives.

6. Infrastructure and Climate Resilience

- Identify and inventory brownfield, greenfield, and greyfield development sites to enhance investment readiness.
- Being a more accessible community, for those with physical disabilities or mobility issues, would open it up to more diverse visitors and event hosting opportunities. This demographic is usually willing to spend more if they can go to a community where they can move around more freely when visiting stores, hotels, etc.
- Include an Indigenous perspective in climate action and land use planning.

7. Tourism Diversification

- Promote shoulder and winter tourism seasons to disperse visitation year-round.
- Develop a strategy to attract major events to the area throughout the year, with emphasis on the shoulder and winter seasons.
- Enhance regional trail systems, signage, and attractions to disperse tourism benefits.
- Develop a cohesive tourism and business communications strategy post-wildfire.
- Develop Indigenous tourism in the region.

8. Mental Health & Community Well-being

- Increase access to mental health support for residents and business owners.
- Introduce storytelling circles, mentorship cafés, and “Donuts & Dialogues” to foster peer support and emotional recovery.
- Celebrate recovery milestones (e.g., 1st anniversary events) to recognize resilience and reconnect with the community.

9. Digital Connectivity & Innovation

- Improve broadband infrastructure in rural and mountainous areas to support remote work and entrepreneurship.
- Create co-working hubs and digital services to attract remote workers.

10. Capacity Building & Governance

- Build business resiliency and capacity (e.g., peer mentorship, cash flow canvas, business workshops, etc.)
- Invest in economic development training for municipal staff and elected officials (e.g., EDA's training suite).
- Support regional BR&E strategies, including business surveys and Business Visitation Programs.
- Develop and share tools like a Regional Business Recovery Toolkit for future disruptions.

Despite recent setbacks, the entrepreneurial spirit that helped shape the region's tourism and resource-based economy remains a defining strength. Community members have shown firm resolve and a willingness to innovate and rebuild. If pursued collaboratively and strategically, these opportunities provide a roadmap for building a more resilient, inclusive, diversified economy across the West Yellowhead region.

Appendix 4: Community Profiles

Community Profile 1: Edson

Municipal Overview- Edson is an Urban Municipality located in west-central Alberta. With a municipal mill rate of 15.8 and property assessments totalling \$1.3 billion, 67.2% of which are residential, Edson covers a land area of 29.43 km².

Demographics- Edson's population is 8,595 with a median age of 38.4. Seniors make up 14.4% of the population. The Indigenous population comprises 10.6%, or approximately 865 residents.

Income & Labour Force- Median household income in Edson is \$120,450. The community has a labour force of 4,625 and an unemployment rate of 11%.

Housing Inventory- Edson has 3,723 dwelling units, with 60.7% being single-family homes. The average home price is \$287,663, and the average rent for a two-bedroom unit is \$1,045. Residential vacancy is 1.92%. There were \$53.2 million in land title transfers across 143 transactions. Data on housing starts is not available.

Businesses & Farms- Edson supports 581 businesses, with 96.2% classified as small businesses. Agricultural statistics such as farm counts are not provided.

Education- Includes 1,347 K-9 students, 593 high school students, and 326 in post-secondary programs. There are 2,440 residents with post-secondary qualifications, representing 39.2% of the population. Edson also has 153 registered apprentices.

EMS & Protective Services-

- Ambulance: Associated Ambulance (including Advanced & Basic Life Support and Inter-Hospital Transfers)
- Fire: Edson Fire Department
- Police: RCMP
- Bylaw Services: Enforcement Services
- 911: Regional partnership with Hinton, Edson, and Yellowhead County
- Medical: Edson Healthcare Centre, Edson Continuing Care Centre (long-term), Disaster Services & Emergency Management

Key Industries & Top Employers-

- Energy Sector (Oil, Gas, and Coal)
- Forestry and Wood Products
- Transportation & Logistics
- The largest employer is Weyerhaeuser OSB Mill.

Transportation Connections-

- Highways: Hwy 16, Hwy 748, Hwy 32, Hwy 37 (High Load Corridors)
- Rail Access: Canadian National – Main
- Nearest Airport: Edmonton International Airport

Community Profile 1: Edson (continued)

Internet & Connectivity- Fibre internet is available in Edson. Median speeds are 110.1 Mbps download, 45.8 Mbps upload, with an average latency of 28.2 ms.

Utilities- AltaLink provides power. Local power generation includes Edson TLM2 (Repsol Canada Energy), Cascade1 Cogeneration Project (CAS1), and the Cascade Power Project. Yellowhead Gas Co-op Inc. and ATCO Gas provide natural gas services.

Energy & Construction- Edson is home to major infrastructure and energy developments, with \$80.2 million in major projects and \$12.3 million in building permits across 19 permits. Production figures for oil and natural gas were not specified.

Economic Development Strategic Priorities-

- Support for Local Businesses, BR&E, Workforce Attraction and Retention, Comprehensive Business Programming, and Regional Tourism Partnerships
- Investment Readiness
- Infrastructure and Community Development
- Business Attraction and Incentives
- Strategic Planning and Collaboration (Intermunicipal Development Plan, Regional Economic Development Programs)
- Emerging Sectors: Logistics and Transportation Hub, Downtown Revitalization

Wildfire Recovery- In 2023, the Edson Forest Area experienced significant wildfire activity, with over 230,000 hectares burned. The community's response highlighted its resilience and unity in the face of natural disasters. One of the most significant impacts of the 2024 wildfires was the closing of Highway 16. This is a critical transportation artery for businesses and visitors.

Economic Development Strategy- Edson commissioned its first Economic Development Strategy, which was developed with support from Deloitte. The 5-10 year plan aims to:

- Support local businesses through retention and expansion efforts.
- Enhance workforce attraction and retention.
- Develop partnerships for regional tourism.
- Position Edson as a regional hub for community and industry.
- Lay the groundwork for investment readiness by completing assessments and establishing engagement plans.

Community Profile 2: Hinton

Municipal Overview- Hinton is an Urban Municipality located along Highway 16, serving as a key hub in west-central Alberta. The municipal mill rate is 9.55. The community is strategically positioned with strong industrial and tourism ties and encompasses a compact land area of 33.77 km².

Demographics- Hinton's population is 10,042, with a median age of 38. Seniors (65+) make up 13.2% of the population. Indigenous peoples represent 13.7% of the population, totalling approximately 1,335 residents.

Income & Labour Force- Hinton boasts a high median household income of \$127,510. The labour force includes 5,465 individuals, although the unemployment rate is 12%.

Housing Inventory- Hinton has 2,989 dwelling units, with 55.6% being single-family homes. The average home price is \$423,498, and the average rent for a two-bedroom unit is \$1,045. Residential vacancies are low at 1.62%. The town recorded \$105 million in land title transfers across 258 transactions.

Businesses & Farms- There are 456 businesses in Hinton, with 96.5% categorized as small businesses.

Education- Educational services support 1,328 K-9 students and 406 high school students. Post-secondary enrollment is 297, with 3,450 residents holding post-secondary qualifications, representing 57.8% of the population. There are 151 apprentices.

EMS & Protective Services-

- Ambulance: Associated Ambulance
- Fire: Town of Hinton Fire Department
- Police: RCMP
- Bylaw Services: Enforcement Services
- 911: Regional 911 partnership with Edson and Yellowhead County
- Medical: Hinton Healthcare Centre and The Guild – Recovery Mental Health

Key Industries & Top Employers-

- Forestry and Pulp Production
- Energy Sector (Oil, Gas, and Coal)
- Tourism & Outdoor Recreation
- The largest employer is Hinton Pulp Mill (Mondi).

Transportation Connections-

- Highways: Hwy 16 and Hwy 40 (High Load Corridors)
- Rail: Canadian National Main Line
- Nearest Airport: Edmonton International Airport

Community Profile 2: Hinton (continued)

Internet & Connectivity- Fibre internet is available with median speeds of 74.1 Mbps download, 37 Mbps upload, and a latency of 38 ms.

Utilities- AltaLink provides electricity. Local power generation includes Weldwood #1 - Yellowhead Gas Co-op Inc., ATCO Gas delivers biomass, and Mondi Hinton Inc. delivers Natural gas.

Energy & Construction- Hinton continues to attract investment in energy and infrastructure. Notable projects include:

- \$594.9 million in major projects
- \$15.9 million in building permits issued across 39 permits. Natural gas and oil production data are unavailable.

Economic Development Strategic Priorities-

- Business Engagement and Enhancement
- Business and Talent Attraction
- Tourism Development (TIBRE, Trails Tourism Initiative)
- Economic Growth and Diversification
- Capital Planning
- Attainable Housing
- Investment Attraction: Vista Coal Project (\$650M by Cline Group)
- Emerging Sectors: Forestry Innovation, Clean Manufacturing, Tourism Gateway Development, Geothermal

Wildfire Recovery- Hinton has faced increasing wildfire threats, exacerbated by environmental challenges such as the western pine beetle infestation. These factors have prompted the town to consider the long-term impacts on its tourism and forestry sectors.

Economic Development Strategy- Hinton's Economic Development Strategy focuses on diversifying the local economy to mitigate risks associated with environmental challenges. Key objectives include:

- Developing a cohesive vision for economic development and tourism success.
- Addressing physical challenges in land development due to terrain.
- Leveraging community assets for sustainable growth.

Community Profile 3: Jasper

Municipal Overview- Jasper is a Specialized Municipality located within Jasper National Park in Alberta. Spanning 937.40 km², it balances natural heritage with community development. The municipality maintains a property assessment value of \$1.6 billion, with 61% classified as residential. The municipal mill rate stands at 12.7.

Demographics- Population: 4,738 Median Age: 38.8 years Seniors (65+): 12.6%. Indigenous Population: Approximately 160 individuals (4.09%).

Income & Labour Force- Median Household Income: \$111,000 Labour Force: 2,565. Unemployment Rate: 9%. Labour Force Participation Rate: 77.1%.

Housing Inventory- Total Dwellings: 2,067 units. Single-Family Homes: 33.5% Average Home Price: \$684,000, based on two sales in December 2024 ⁽⁶⁾. Average Two-Bedroom Rent: \$1,245. Land Title Transfer Volume: \$29.5 million across 36 transactions.

Businesses & Farms-

- Total Businesses: 247
- Small Businesses: 92.7%
- Agriculture: Not applicable due to national park status

Education-

- K-9 Enrollment: 411 students
- High School Enrollment: 110 students, Post-Secondary Enrollment: 107 students
- Residents with Post-Secondary: 57.8% (1,790 individuals) Registered Apprentices: 13.

Emergency & Protective Services-

- Ambulance: Associated Ambulance Fire Services: Jasper Fire Department Police: RCMP
- Bylaw Enforcement: Jasper Bylaw Services
- Alert Systems: Jasper Alert System and Alberta Emergency Alert App
- Health Facilities: Seton-Jasper Medical Centre and a dedicated Palliative Care Centre

Key Industries & Top Sectors of Employment-

- Tourism & Hospitality
- Public Administration
- Retail Trade
- Major Employer: Parks Canada

Transportation Connections- Highway Access: Highway 16 (Yellowhead Highway), Rail Access: Canadian National Main Line. Nearest Airport: Edmonton International Airport.

Internet & Connectivity- Median Download Speed: 77.1 Mbps, Median Upload Speed: 15.3 Mbps, Latency: 46.6 ms.

⁽⁶⁾ Due to the wildfires, prices fluctuate considerably ranging from ~\$514,000 to over \$1M. www.centralalbertahomesearch.ca

Community Profile 3: Jasper (continued)

Utilities- Electricity Providers: Peace Power and ATCO Electric, Natural Gas Provider: ATCO Gas/Peace Power. Power System: Isolated system connected to Alberta's grid via the Jasper Interconnection Project.

Economic Development Strategic Priorities-

- Post-Wildfire Economic Recovery
- Tourism Revitalization and Destination Stewardship
- Affordable and Workforce Housing
- Sustainable Infrastructure and Climate Resilience
- Labour Market Development
- Investment Attraction Focus: Tourism, housing, and workforce services
- Emerging Sector: Sustainable Tourism

2024 Wildfire Impact & Recovery-

- Estimated Damage: \$1.23 billion. Property Claims: 1,700. Structures Destroyed: 358 buildings, including over 800 homes (approximately 30% of the town).
- Business Revenue Losses: \$4.5 million daily during peak season (July and August). Staffing Impact: 26% of businesses reported permanent staff departures; 1,500 temporary foreign workers lost jobs and housing; a significant reduction in on-site staff accommodation.
- Visitation: No visitors August 2024 vs. 473,267 in August 2022. Annual visitation in 2023-2024 was 2.41 million (down from 2.48 million in 2022-2023). Occupancy: Pre-wildfire rooms: 2,726; Post-wildfire rooms: 2,083 (-23.5%).

Recovery Initiatives-

- Jasper Recovery Coordination Centre (JRCC): Coordinating debris management, rebuilding, interim housing, and economic and social recovery. Temporary Use Policy: Allows contractor accommodation at Wabasso Campground and interim housing development.
- Rebuilding Efforts (as of March 2025): 99% demolition permits issued, 82 development permits issued, 12 variances approved, 215 pre-development meetings held, 1,350+ contractor and lessee engagements.
- Provincial Support: The Government of Alberta announced Disaster Recovery Program funding of close to \$149 million. To cover municipal costs related to wildfire response and recovery, including infrastructure repairs and emergency operations, and \$12.6 million in matching contributions provided by the province to the Canadian Red Cross Jasper Recovery fund. Tourism Recovery: The Government of Alberta invested \$2.5 million, through Travel Alberta, to assist tourism operators and support the recovery of the tourism industry.
- Federal Support: \$160M announced by the Government of Canada for housing and economic recovery.
- Business Recovery Program: \$3.9M program, including \$3.45M in non-repayable funding.

Community and Tourism Industry Support-

- \$3M from Pursuit. \$1.5M from Fairmont Jasper Park Lodge. \$1M from Rocky Mountaineer. \$300K+ from Jasper Brewing and Maligne Range Distillery. Funds administered through the Banff Community Foundation and Jasper.

Community Profile 4: MD of Greenview

Municipal Overview- The MD of Greenview is a large, resource-rich Municipal District in Alberta. With a mill rate of 7.34, the district holds property assessments totalling \$14.3 billion, with residential properties making up only 6.88%. It spans an extensive area of 33,312.70 km².

Demographics- Greenview's population is 8,715, with a median age of 40. Seniors (65+) comprise 13.6% of the population. The Indigenous population makes up 13.8%, totalling approximately 1,125 people.

Income & Labour Force- Median household income in the MD is \$113,969. The labour force includes 4,545 individuals, with an unemployment rate of 11%.

Housing Inventory- Greenview has 4,352 dwelling units, 79.5% single-family homes. The average home price is \$662,000. Residential vacancy stands at 7.69%. The district recorded \$95.7 million in land title transfers across 315 transactions. Data on recent housing starts and rental costs is not listed.

Businesses & Farms- There are 317 businesses in the MD of Greenview, with 97.8% classified as small businesses. Agriculture is significant, with 492 farms, 48,992 cattle and calves, and 267,123 acres of cropland.

Education- Educational services support 833 K-9 students and 194 high school students. Post-secondary enrollment is 177. There are 2,710 individuals with post-secondary qualifications, representing 42.8% of the population. There are 48 apprentices.

EMS & Protective Services-

- Ambulance: Associated Ambulance
- Fire: Greenview Regional Fire-Rescue Department
- Police: RCMP
- Bylaw Services: MD Greenview Enforcement Services
- 911: Fire, Police, and Ambulance
- Medical: Valleyview Health Centre Hospital, Grand Prairie - Palliative Care

Key Industries & Top Employers-

- Agriculture, Forestry, Fishing & Hunting
- Mining, Quarrying, and Oil & Gas
- Construction

Transportation Connections-

- Highways: Hwy 43, Hwy 49, Hwy 40 (High Load), Hwy 676, Hwy 665, Hwy 669
- Rail Access: Canadian National Railway – Main
- Nearest Airport: Grande Prairie Airport

Community Profile 4: MD Greenview (continued)

Internet & Connectivity- Internet service in Greenview includes limited fibre, which is expandable in some areas (often at a higher cost). Median download speed is 94.2 Mbps, upload is 79.8 Mbps, with latency averaging 38 ms.

Utilities- Power and natural gas are provided through various local and regional sources. Power generation facilities include:

- Valley View 1 – SimpleCycle
- Heartland Generation Ltd.
- Gold Creek Facility(Biomass & Other) – Maxim Power Corp.
- eReserve7 – EnfiniteCorporation
- H.R. Milner (HRM) – Combined Cycle – MilnerPower II Ltd Inc.
- Bear Creek – Cogeneration – TransCanada
- Natural Gas: East Smoky Gas Co-op Ltd., a small area serviced by ATCO.

Energy & Construction- Greenview is a major player in Alberta's energy sector:

- Natural Gas Production: \$39.5B m³
- Oil Production: 4.1 million m³
- Natural Gas Reserves:\$145.6B m³
- Construction investment includes \$5.4 million in major projects \$25.9 million in building permits, and over 72 permits.

Economic Development Strategic Priorities-

- Supporting capacity building and tourism development.
- Managing local market data to inform strategic decisions.
- Business retention, expansion and support programs (beautification grants, tax incentives)
- Infrastructure Development and Investment Readiness (broadband, asset planning, regional partnerships)
- Workforce Development and Community Growth (housing initiatives, youth and community services)
- Emerging Sectors: Greenview Industrial Gateway (eco-industrial), AI & Data Infrastructure, Bioeconomy, Renewable Energy

Wildfire Recovery- The MD of Greenview collaborated with neighbouring municipalities to manage wildfire incidents effectively. Notably, the Kleskun Creek Fire in 2024 required joint efforts for containment and mitigation.

Community Profile 5: Yellowhead County

Municipal Overview- Yellowhead County is a large, resource-based rural municipality in west-central Alberta. It spans 22,578.20 km² and has a municipal mill rate of 6.15. Data on property assessments and residential share is not listed.

Demographics- The population of Yellowhead County is 10,923, with a median age of 44.8. Seniors (65+) comprise 16.7% of the population, and the Indigenous population accounts for 8.4%, or approximately 870 residents.

Income & Labour Force- Yellowhead County has a labour force of 5,210 and an unemployment rate of 12%. Data on median household income is not provided.

Housing Inventory- The average home price in Yellowhead County is \$376,433. The area has a high proportion of single-family homes (79%). There were \$98.6 million in land title transfers over 316 transactions, with 52 housing starts in the most recent year. Rental costs and vacancy rates are not listed.

Businesses & Farms- Yellowhead County is home to 446 businesses, 98.9% of which are small businesses. Agriculture is a major sector, with 571 farms, 60,209 cattle and calves, and 133,519 acres of cropland.

Education- Education services support 378 K-9 students, 123 high school students, and 221 post-secondary enrollees. There are 3,430 individuals with post-secondary qualifications, making up 42.8% of the population. The county has 125 registered apprentices.

EMS & Protective Services-

- Ambulance: Associated Ambulance
- Fire: Yellowhead County Fire Department
- Police: RCMP
- Bylaw Services: Yellowhead County Enforcement Services
- 911: Regional partnership with Hinton, Edson, and Yellowhead County
- Medical: Edson Healthcare Centre

Key Industries & Top Employers-

- Oil & Gas
- Forestry
- Agriculture
- Major employers include Canadian Natural Resources, Repsol Canada, Suncor Energy Inc., Weyerhaeuser Canada, West Fraser Mills Ltd., Teck Cominco, and TC Energy.

Community Profile 5: Yellowhead County (continued)

Transportation Connections-

- Highways: Hwy 16, Hwy 47, Hwy 748, Hwy 32, Hwy 40, Hwy 753, Hwy 22 (all high load corridors), Hwy 751
- Rail Access: Canadian National – Main
- Nearest Airport: Edmonton International Airport

Internet & Connectivity- Fibre internet is available in Yellowhead County, often at a higher cost. Median download speed is 16.8 Mbps, upload is 7.05 Mbps, with an average latency of 24.4 ms.

Utilities- Power is provided by AltaLink, with generation from Weldwood #1 (Hinton). Natural gas is supplied by Yellowhead Gas Co-op Inc. in urban areas.

Energy & Construction- Yellowhead County plays a significant role in Alberta's energy sector:

- Natural Gas Production: \$21.80B m³
- Oil Production: 656,474m³
- Natural Gas Reserves:\$72.90B m³
- Major construction projects \$519.3 million, with building permits valued at \$32.2 million over 71 permits.

Economic Development Strategic Priorities-

- Resource Development, Tourism Expansion, Business Retention and Expansion
- Infrastructure (including Jasper/Hinton airport) and Broadband
- Investment Attraction: KinetiCor Resource Corp. invested \$1.5B in the Cascade Power Project.
- Emerging Sectors: Natural gas expansion (Yellowhead Mainline Project), tourism and recreation development, agriculture and forestry modernization
- The County's Growth and Economic Development Strategy outlines plans to: understand social, economic, and environmental factors influencing development; coordinate municipal programs for physical, social, and economic development; and address environmental matters within the municipality.

Wildfire Recovery- Yellowhead County has been involved in regional efforts to assess and improve wildfire response and recovery strategies. The Rural Municipalities of Alberta (RMA) Wildfire Working Group Report provides insights into recovery needs, emphasizing support for small to medium businesses and infrastructure rebuilding.

Appendix 5: Document Review

Community	Document Name
Hinton	Economic Development Strategy (2019) Destination Marketing Plan (2021) Business Impact Survey Results from Fire (Aug 2024) Fall Business Walk- Hinton (2024)
Edson	Economic Development Plan (2023) Fall Business Walk-Edson (2024) Edson-Yellowhead County Intermunicipal Development Plan (2022)
Jasper	Destination Stewardship (2023) Community Sustainability Plan (2011) Labour Market Profile (2023) Jasper Park Management Plan (2022) CF Socio-Economic Profile (2023) Numerous Jasper Documents - (https://www.jasper-alberta.ca/p/plans-and-reports) February 2025 Job Fair Report - Jasper (2025) March 2025 Job Fair Report - Jasper (2025) Temporary Foreign Worker Census Report for Jasper (2025) Jasper Housing Action Plan (2025)
Yellowhead County	Municipal Development Plan (2024) Council Strategic Plan (2022-2025) Post Fire/Flood Report (2023) Fall Business Walk – Yellowhead County (2024) Community Profile Report (2023) Bylaw No. 04.20 Adopt Intermunicipal Collaboration Framework (2020) Bylaw No. 02.22 Amend Hinton Intermunicipal Development Plan (2022)
MD Greenview No. 16	CF West Yellowhead Regional Triage BR&E Report (2022)
Other	Village of Valemount- Economic Recovery Strategy (2025)

Appendix 6: Technical Assistance Team (TAT) Profiles

Leann Hackman-Carty, Ec.D

- Certified Economic Development Professional
- TAT Team Lead & CEO, Economic Developers Alberta

Responsibilities:

Responsibilities include recruiting Technical Assistance Team (TAT) members with the necessary skill sets, hiring a project manager, leading the leadership and infrastructure stream, and providing overall project oversight and grant reporting.

Qualifications:

Leann Hackman-Carty has led Economic Developers Alberta (EDA) as CEO since 2009, with a specialized focus on community economic recovery and resilience. A recognized leader in this field, she has helped communities navigate and bounce back from some of Alberta's most significant disasters. In 2014, she spearheaded a recovery initiative with 11 flood-impacted communities across Alberta. From 2016 to 2017, Leann played a pivotal role in the Fort McMurray wildfire recovery efforts—setting up and operating the regional business hotline, validating businesses for Red Cross emergency relief, and leading a 10-member economic recovery assessment team into the region. Her expertise has also been sought across Canada and the United States, including Puerto Rico and the Eastern Tribes, through extensive training and consulting work.

In response to the 2024 Alberta wildfires, Leann has coordinated a multi-stakeholder group focused on enhancing regional economic capacity and resilience. She also continues to lead the Canadian adaptation of the International Economic Developers Council (IEDC) Leadership in Times of Crisis toolkit, updating it regularly to ensure communities are well-equipped for economic disruptions. Thanks to her efforts, EDA now delivers IEDC's Community Economic Resilience training both online and in person across Canada.

Leann's recent focus has expanded to supporting the mental wellness of community leaders facing ongoing challenges. EDA's new course, Mental Wellness for Community Leaders, is set to launch in 2025. Beyond EDA, Leann is the founder of MYD Global, a platform dedicated to building community capacity, resilience, and recovery. In 2017, she released the Master Your Disaster guidebook series on Amazon, designed to help individuals, businesses, and communities prepare for, respond to, and recover from crises. Her contributions have earned national recognition, including Public Safety Canada's Emergency Management Exemplary Service Award – Resilient Communities in both 2018 and 2022.

Leann is a Certified Economic Developer (Ec.D) through EDAC and holds a BA in Political Science and Sociology, a Bachelor of Social Work (Community Development), and a Professional Management Certificate in Marketing.

Amanda Mercer

- Economic Development Professional
- Town of Sylvan Lake, Economic Development Officer
- Economic Developers Alberta, Immediate Past Chair

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing both draft and final reports.

Qualifications:

Amanda leads economic development for the Town of Sylvan Lake and currently serves as Past Chair on the Board of Economic Developers Alberta (EDA). Since joining the Town in 2019, Amanda has championed several high-impact initiatives that have strengthened the local economy and revitalized the community.

Her work includes the launch of a business coaching program that helped local entrepreneurs navigate the challenges of the COVID-19 pandemic, as well as a business pitch competition that significantly reduced downtown vacancy rates from 31 to fewer than 15 in just three years. Most recently, Amanda led the creation of a comprehensive Economic Development Strategy, setting a long-term vision for Sylvan Lake's growth and resilience.

Originally from Ontario, Amanda began her career in tourism, leading multi-day wilderness expeditions across Canada. She holds a Bachelor's degree in Tourism Management and International Community Development from Thompson Rivers University, along with a Certificate in Economic Development from the University of Waterloo.

Before her work in Sylvan Lake, Amanda served with the Regional Municipality of Wood Buffalo, where she supported emergency evacuation efforts during the 2016 wildfires. She was later seconded to the Back to Business Resource Centre, playing a key role in economic recovery. In this role, she worked one-on-one with businesses to connect them to critical resources and develop tailored recovery plans.

Amanda is a passionate advocate for small businesses and community resiliency, with a strong track record of supporting recovery, innovation, and long-term economic sustainability.

Lorie Watson

- Economic Development Professional
- Town of Okotoks, Economic Development Officer
- Economic Developers Alberta, Board Member

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing both draft and final reports.

Qualifications:

Lorie Watson is deeply committed to supporting small businesses through hands-on guidance, leading Business Retention and Expansion (BR+E) initiatives, and developing strategies that drive long-term resilience and sustainable growth.

She played a pivotal role in Burns Lake, BC, leading the development and implementation of the Lakes District Economic Diversification and Community Development Strategy. This initiative was launched in direct response to the 2012 sawmill explosion and the broader economic challenges faced by the forestry-dependent region. Lorie's approach emphasized extensive community engagement, First Nations collaboration, and asset-based planning. The resulting initiatives included a new tourism strategy, downtown revitalization, youth entrepreneurship programs, and a sector-wide resilience framework to help prepare for future disruptions such as wildfires.

During the BC wildfires, Lorie provided critical recovery support in a tourism-reliant region where economic activity had come to a standstill. She helped establish a recovery centre for affected residents—including farmers, trappers, and tourism operators—guiding them through funding applications and access to services, even in cases where key documentation had been lost. She also secured grant funding for a mobile visitor information centre, which extended tourism outreach by traveling to events, festivals, and rural markets. This mobile model increased the visibility of local tourism assets and strengthened collaboration with Indigenous tourism partners and regional stakeholders.

Lorie is passionate about empowering communities and small businesses with the tools, strategies, and support needed to recover, grow, and thrive.



Katlin Ducherer

- Economic Development Professional
- City of Lloydminster, Economic Development Officer

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing draft and final reports.

Qualifications:

Katlin Ducherer serves as the Economic Development Officer for the City of Lloydminster, where she oversees both the Economic Development and Land Division departments. A certified Professional Community and Economic Developer of Saskatchewan, she was also one of the first Canadians to earn the Certified Destination Management Executive (CDME) designation through Destinations International.

With over 15 years of experience in economic development—including the past eight years leading Lloydminster's Economic Development and Land Division—Katlin is known for her inclusive and collaborative approach. She builds strong partnerships with businesses, non-profits, and government agencies, bringing creative problem-solving and strategic vision to every initiative. Her expertise in community economic development is complemented by a particular passion for business retention and expansion. Katlin has led several high-impact projects that have contributed to the region's long-term economic resilience and vibrancy, including the Lloydminster Downtown Revitalization, Cenovus Energy Hub Entertainment District, Retail Gap Analysis, and the Lloydminster and Region Industrial Inventory. She also serves as the Business Liaison for the City's Emergency Management Team, supporting resilience through:

- Communication and Coordination – Ensuring timely information flow between businesses and emergency personnel
- Business Continuity Support – Assisting in the development of continuity plans and preparedness strategies
- Resource Allocation – Facilitating connections between businesses and government supports
- Advocacy and Representation – Representing the business community in emergency planning and recovery efforts

Katlin is also an active member of the EDA Technical Assistance Team, where her strategic insight and dedication to sustainable growth make her an invaluable contributor. A long-time resident of Lloydminster, Katlin is deeply engaged in her community, volunteering regularly, supporting local businesses, and helping attract national events to the area. Beyond her professional work, she contributes to her family's agricultural operation, managing the marketing and international export of livestock genetics to four continents.

Eleanor Miclette

- Economic Development Professional
- Town of Canmore, Economic Development Manager
- Economic Developers Alberta, Past Chair

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing draft and final reports.

Qualifications:

Eleanor is the current Economic Development Manager for the Town of Canmore. Her career began in Human Resources in Amsterdam, the Netherlands, before transitioning to Economic Development in 2010 in rural Northern Alberta. Since 2018, she has contributed her expertise to Canmore's growth and resilience.

Throughout her career, Eleanor has led the development and implementation of several key initiatives, including economic development strategies, business retention and expansion programs, e-commerce platform development, labour market retention and recruitment studies, retail and commercial gap analysis work, and industry contract readiness efforts. She also played a pivotal role in leading Canmore's COVID-19 economic response and recovery. These efforts have significantly contributed to local business growth, resulting in low industrial and commercial vacancy rates and new business start-ups.

Eleanor leads a multidisciplinary team of seven responsible for economic development, Arts and Culture, and the Business Registry. Together, they focus on enhancing community resilience, capacity, vibrancy, and connectedness in the face of ongoing change and growth.

In 2013, Eleanor volunteered with the Economic Developers Alberta (EDA) Economic Disaster Recovery Project (EDRP) team, supporting recovery efforts in Turner Valley and Black Diamond.



Kyle Reiling

- Economic Development Professional
- MD of Greenview No. 16, Greenview Industrial Gateway Executive Director

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing draft and final reports.

Qualifications:

Kyle has been a leader in expanding private and public sector investment for more than 20 years. He has significant experience in negotiating and mapping multi-million-dollar contracts, having promoted investment opportunities on behalf of the City of Calgary, Strathcona County, Sturgeon County, and the M.D. of Greenview.

Focused on infrastructure planning, utility corridors, servicing capacity, and overall design, this wealth of experience has positioned him for his current role as Executive Director for Greenview Industrial Gateway(GIG).

During these 5 years, Kyle has accomplished the finalization of two agreements in principle: a large-scale multi-billion project to produce ultra-low-sulphur gasoline and hydrogen and the recently announced "Wonder Valley," a 70 billion, 7.5 GW hyper-scale data centre.



Kent Rupert

- Economic Development Professional
- Economic Developers Alberta, Previous Chair
- Invest Alberta, Managing Director Alberta

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing draft and final reports.

Qualifications:

Kent Rupert is a seasoned leader in business and economic development, bringing over 25 years of experience working with municipalities, regions, startups, and established businesses across Western Canada. His strategic insight and collaborative approach have made him a trusted advisor at the local, regional, and international levels. For more than 18 years, Kent led the Economic Development team in Canada's fastest-growing city. Under his leadership, the team achieved provincial, national, and international recognition for excellence in investment attraction, business development, economic strategy, and marketing. Throughout his career, Kent has worked directly with hundreds of businesses, from small enterprises to multinational corporations.

In recent years, Kent has transitioned into private consulting, taking on a wide range of projects, including:

- Foreign direct investment and export facilitation (focused on Dubai, Doha, Vietnam, and Ireland)
- The creation of Invest Greater Calgary
- Regional and municipal economic development and supply chain modeling
- Corporate culture change management and team facilitation
- Economic recovery, resiliency planning, and capacity building
- Most recently, he was hired as Managing Director (Alberta) for Invest Alberta.

Kent also served as the inaugural Executive Director of the Blue Zones Project—the first international expansion of this community well-being initiative outside the United States. The project focused on improving longevity and quality of life by implementing health-promoting lifestyle changes modeled after the world's longest-living populations. Kent is a Past Chair of Economic Developers Alberta and has held board roles with the International Economic Development Council (IEDC) and the Economic Developers Association of Canada (EDAC). Locally, he has served as President of a community food bank and continues to support numerous causes. He serves on the board of the Ireland–Alberta Trade Association and the Airdrie and District Community Foundation. In April 2025, Kent was honoured with the EDA Chair's Award, recognizing his outstanding contributions to the economic development profession. With a passion for helping individuals, businesses, and communities thrive, Kent remains a leading voice in advancing sustainable, inclusive economic growth across Western Canada.

Christopher Smith

- Tourism Development Professional
- Manager, Destination Development for Northern Rockies & Wildlands, Travel Alberta

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing draft and final reports.

Qualifications:

Christopher Smith is the Manager, Destination Development for Northern Rockies and Wildlands, where he works to strengthen Alberta's visitor economy through a community-first lens. With over two decades of experience in tourism, Christopher is passionate about supporting local operators and showcasing how tourism can serve as a catalyst for vibrant, resilient communities.

Before taking on his current role, Christopher held key positions at Travel Alberta, including Tourism Investment Manager and Product Content Manager. Across each of these roles, he has remained focused on building meaningful connections between people, places, and experiences.

Born and raised in Alberta, Christopher is proud to call Edmonton home. Outside of work, he enjoys spending time with his family, hiking, reading, and giving back through volunteerism.



Steve Upham

- Municipal Consultant
- Economic Development Committee Volunteer
- Previous Municipal Councillor

Responsibilities:

Contributes to project evaluation and strategic insight by participating in focus groups, one-on-one interviews, and case study reviews; analyzing best practices and preparatory materials; offering informed recommendations based on expertise and findings; and reviewing draft and final reports.

Qualifications:

Steve Upham brings over four decades of experience in the agriculture industry and public service to the project. A long-time producer and business entrepreneur, Steve has held numerous leadership roles throughout his career. His public service includes two terms as a Public-School Board Trustee and three terms as Reeve of the County of St. Paul.

During his time in municipal leadership, Steve served as Board Member and Chair of the St. Paul– Smoky Lake Community Futures organization, Chair of the Northeast Alberta Hub (Regional Economic Development Association - REDA), and Chair of the East Regional Waste Management Services Commission. As Reeve, he built strong working relationships with neighbouring Indigenous communities and was widely recognized for his collaborative approach. Following his decision not to seek re-election in 2021, Steve was invited to serve in interim municipal administration roles. This led to the founding of Upham Strategies, a consulting firm focused on governance, municipal leadership, and strategic planning.

Since 2023, Steve has served as the Chief Administrative Officer (CAO) of the Beaver Emergency Services Commission, where he oversees six fire departments and 100 volunteer firefighters. With the support of a part-time Director of Emergency Management (DEM), he manages the Regional Emergency Management Plan for a broad area spanning from Strathcona County to the County of Wainwright in East Central Alberta.



Kimberley Worthington

- Economic Development Professional
- Upham Strategies, Economic Development Consultant

Responsibilities:

Prepare all pre-site visit materials, schedule meetings and act as an ecosystem connector between TAT and stakeholders; participate in interviews and focus groups with Indigenous partners; offer informed recommendations based on experience and review of findings; develop draft & final report.

Qualifications:

Kimberley Worthington is an experienced senior executive with 15-plus years of success in roles dedicated to tourism, business, and economic development across communities and regions. With considerable knowledge and experience across the public, private and not-for-profit sectors, Kimberley is well known for working collaboratively not only to develop strategy but also to link it to outcomes successfully. Her work in tourism has been impactful at the local, regional, and international levels. Kimberley worked on Alberta's first Destination Management Plan in Alberta's Northern Rockies, completed tourism asset assessments in both Colombia, South America, and in central Alberta, and sat on tourism boards transitioning their organization to a Destination Management Organization. She has facilitated Destination Management Planning workshops for diverse groups wanting to take a more collaborative and inclusive approach.

With a successful background in regional collaboration and facilitating stakeholder consultations, project management and municipal investment attraction readiness, Ms. Worthington stimulates, leads, and delivers on initiatives through sound methodology to achieve desired outcomes while at the same time navigating political and relational nuances with diverse groups and competing interests.

As a social justice seeker, Kimberley volunteers on the Homelessness Transition Team for Red Deer. In her spare time, she supports her son's passion for soccer and entrepreneurship, hikes with her two poodles- Ruthie and Ruffles, and sneaks in the occasional dose of Netflix.



Appendix 7: Detailed Recommendations

JASPER RECOMMENDATIONS			
Time Frame	Priority	Recommendations	Description
Short-Term (Immediate–June 2026) To support Jasper's business and economic recovery most effectively in the short term, here's a ranked list of short-term recommendations based on their direct and immediate impact on business continuity, economic stability, and investor confidence.	Top Priority (High Economic Impact)	Develop a Unified Business and Tourism Recovery Communications Strategy	<ul style="list-style-type: none"> Coordinates messaging across municipalities to rebuild investor and visitor confidence. Combats misinformation and boosts perception of the region's resilience and readiness.
		Conduct a Regional Workforce and Business/Industry Needs Assessment	<ul style="list-style-type: none"> Aligns skills training, workforce strategies, and housing with current business realities. Essential for addressing labour shortages and ensuring business recovery.
		Create and Promote Online Local Business Directories	<ul style="list-style-type: none"> Increases local purchasing, visibility, and supply chain resilience. Supports Indigenous and small businesses while boosting regional pride.
		Develop a Stakeholder Map and Inventory of Housing Organizations/ Programs	<ul style="list-style-type: none"> Clarifies roles, identifies overlaps and gaps, and enables faster housing solutions. Foundational for launching a coordinated regional housing strategy.
	Medium Priority (Enabling or Supportive Impact)	Optimize the Regional Business Support Ecosystem	<ul style="list-style-type: none"> Regular coordination meetings, role clarity, and feedback loops improve efficiency. Helps avoid duplication, enhances collaboration, and targets real-time business needs.
		Work with the Insurance Industry to Deliver Business Continuity Training	<ul style="list-style-type: none"> Builds long-term business resilience through insurance literacy and planning tools. Helps mitigate financial risk during future disruptions.
		Support Business Engagement Across Sectors (e.g., Networking, Indigenous Forums)	<ul style="list-style-type: none"> Builds trust, strengthens partnerships, and opens new collaboration channels. Encourages innovation and mutual support among government, Indigenous, and business sectors.
	Lower Priority (Important but Indirect Foundational Impact)	Review and Consolidate all Existing Housing Strategies	<ul style="list-style-type: none"> Valuable but more administrative in the short term; impact realized when paired with funding and action.
		Develop a Communications Strategy on Economic Programs and Progress Reporting	<ul style="list-style-type: none"> Improves transparency and engagement, though less immediately felt by businesses.
		Distribute a Map of Cultural/Traditional Land Use Sites	<ul style="list-style-type: none"> Supports Indigenous engagement and land use clarity, with cultural and social benefits that can enable inclusive development.

JASPER RECOMMENDATIONS

Time Frame	Priority	Recommendations	Description
Medium-Term (July 2025-2027) <i>Here is a ranked list of Jasper's medium-term recommendations prioritized by their direct impact on business recovery, economic development capacity, and long-term economic resilience.</i>	Top Priority (High Economic Impact)	Allocate Local Resources for Economic Development and Recovery	<ul style="list-style-type: none"> Without dedicated staff, most other economic strategies can't be implemented effectively. A professional economic development function ensures coordination, investment attraction, and support for local businesses.
		Develop a Downtown Revitalization Plan (Mainstreet Program)	<ul style="list-style-type: none"> Directly boosts foot traffic, business visibility, and reinvestment in core commercial areas. Enhances tourism appeal and supports existing businesses.
		Advance a Winter and Shoulder Season Tourism Strategy	<ul style="list-style-type: none"> Diversifies revenue streams beyond summer, reduces seasonality, and extends employment. Strengthens the resilience of tourism-dependent businesses.
		Increase Business Continuity Planning	<ul style="list-style-type: none"> Encourages resilience against future disruptions by ensuring businesses have contingency strategies.
	Medium Priority (Enabling or Supportive Impact)	Build Local Economic Development Capacity Through EDA Training	<ul style="list-style-type: none"> Empowers municipal leaders and staff with tools to implement strategies and support businesses. Multiples impact of BR&E, Bi&A, CER, etc.
		Participate in Regional Workforce and Skills Assessment	<ul style="list-style-type: none"> Aligns local labour supply with business needs, especially in hospitality, trades, and healthcare. Enables more targeted workforce development and attraction strategies.
		Promote Local Procurement Opportunities	<ul style="list-style-type: none"> Keeps dollars circulating locally and strengthens business-to-business activity. Supports Indigenous and small business inclusion in supply chains.
		Foster Closer Regional Collaboration with Indigenous Partners (Tourism/Business)	<ul style="list-style-type: none"> Builds reconciliation and inclusive growth, essential for long-term resilience, trust, and shared prosperity.
	Lower Priority (Important but Indirect or Foundational Impact)	Explore Accessibility Improvements (Facilities, Recreation, Transportation)	<ul style="list-style-type: none"> Expands tourism and event hosting potential but requires long-term capital investment.
		Work on Regional Housing Strategy and Alternative Models (P3S, Cooperatives)	<ul style="list-style-type: none"> Crucial for sustainability but requires broader coordination and external funding mechanisms.
		Invite the Alberta Professional Planners Institute to Run a Planning-Focused TAT	<ul style="list-style-type: none"> Provides expert ideas for future planning, with more impact on infrastructure and governance than short-term business operations.
		Create Trades Training Partnerships for Local Rebuild Efforts	<ul style="list-style-type: none"> Vital for long-term labour force readiness but dependent on coordination with post-secondary institutions and funding timelines.

JASPER RECOMMENDATIONS

Time Frame	Priority	Recommendations	Description
<p>Long-Term (July 2025-2030)</p> <p>Here is a list of Jasper's long-term recommendations prioritized by their strategic importance to sustained economic growth, resilience, and investment readiness.</p>	<p>Top Priority (High Economic Impact)</p>	Develop and participate in a 5-10 Year Regional Economic Development Strategy	<ul style="list-style-type: none"> • Anchors all other economic recovery and diversification efforts. • Provides a shared vision, performance metrics, and regional investment direction. • Essential for building credibility with investors, funders, and government partners. • Higher probability of securing funding
		Create and Implement a Business Investment & Attraction (B&A) Strategy	<ul style="list-style-type: none"> • Provides tools for investment readiness and effective community and regional development. • Promotes long-term job creation.
		Develop a Connected Tourism Corridor (Jasper-Edson-Edmonton)	<ul style="list-style-type: none"> • Strengthens Jasper's role as a regional tourism anchor. • Spreads economic benefits across the corridor and increases visitor length of stay. • Supports year-round tourism and enables larger event hosting opportunities.
	<p>Medium Priority (Enabling or Supportive Impact)</p>	Participate in a Regional Business Cluster Development Strategy	<ul style="list-style-type: none"> • Identifies shared sector strengths, gaps, and supply chain linkages. • Builds a more diverse and competitive regional economy with clear value propositions.
		Redevelop Aging Commercial Infrastructure Using Resilient Designs	<ul style="list-style-type: none"> • Improves safety, modernizes commercial assets, and attracts reinvestment. • FireSmart retrofits and sustainable design lower future risk and operating costs.
		Continue Strengthening Emergency Preparedness and Inter-Municipal & Indigenous Coordination	<ul style="list-style-type: none"> • Builds capacity to withstand future shocks (wildfires, floods, disruptions). • Prevents economic backsliding and improves disaster response efficiency.
	<p>Lower Priority (Important but Indirect or Foundational Impact)</p>	Undertake a Regional Asset Mapping Exercise	<ul style="list-style-type: none"> • Builds a strategic inventory of infrastructure, land, and economic features. • Useful for guiding investment but requires staffing and regional alignment.
		Advance Accessibility Improvements (Transportation, Facilities, Events)	<ul style="list-style-type: none"> • Positions Jasper as an inclusive destination. • Expands market reach, but requires significant long-term capital investment and planning.

WEST YELLOWHEAD RECOMMENDATIONS

Time Frame	Priority	Recommendations	Description
Short-Term (Immediate-June 2026) <i>To support Jasper's business and economic recovery most effectively in the short term, here's a ranked list of short-term recommendations based on their direct and immediate impact on business continuity, economic stability, and investor confidence.</i>	Top Priority (High Economic Impact)	Develop a Unified Business and Tourism Recovery Communications Strategy	<ul style="list-style-type: none"> Coordinates messaging across municipalities to rebuild investor and visitor confidence. Combats misinformation and boosts perception of the region's resilience and readiness.
		Conduct a Regional Workforce and Business/Industry Needs Assessment	<ul style="list-style-type: none"> Aligns skills training, workforce strategies, and housing with current business realities. Essential for addressing labour shortages and ensuring business recovery.
		Create and Promote Online Local Business Directories	<ul style="list-style-type: none"> Increases local purchasing, visibility, and supply chain resilience. Supports Indigenous and small businesses while boosting regional pride.
		Develop a Stakeholder Map and Inventory of Housing Organizations/ Programs	<ul style="list-style-type: none"> Clarifies roles, identifies overlaps and gaps, and enables faster housing solutions. Foundational for launching a coordinated regional housing strategy.
	Medium Priority (Enabling or Supportive Impact)	Optimize the Regional Business Support Ecosystem	<ul style="list-style-type: none"> Regular coordination meetings, role clarity, and feedback loops improve efficiency. Helps avoid duplication, enhances collaboration, and targets real-time business needs.
		Work with the insurance industry to Deliver Business Continuity Training	<ul style="list-style-type: none"> Builds long-term business resilience through insurance literacy and planning tools. Helps mitigate financial risk during future disruptions.
		Support Business Engagement Across Sectors (e.g., Networking, Indigenous Forums)	<ul style="list-style-type: none"> Builds trust, strengthens partnerships, and opens new collaboration channels. Encourages innovation and mutual support among government, Indigenous, and business sectors.
	Lower Priority (Important but Indirect Foundational Impact)	Review and Consolidate all Existing Housing Strategies	<ul style="list-style-type: none"> Valuable but more administrative in the short term; impact realized when paired with funding and action.
		Develop a Communications Strategy on Economic Programs and Progress Reporting	<ul style="list-style-type: none"> Improves transparency and engagement, though less immediately felt by businesses.
		Distribute a Map of Cultural/ Traditional Land Use Sites	<ul style="list-style-type: none"> Supports Indigenous engagement and land use clarity, with cultural and social benefits that can enable inclusive development.
	Mental Wellness (Cross-Cutting but Indirect for Economy)	Ensure Adequate Mental Health Supports and Promote Access	<ul style="list-style-type: none"> Crucial for social recovery and business owners' wellbeing. Indirect economic impact through resilience, morale, and workforce retention.
		Host Regional "Donuts & Dialogues" and Mentorship Cafés	<ul style="list-style-type: none"> Builds connection, trust, and peer support. Strengthens leadership and emotional resilience across the business ecosystem.

WEST YELLOWHEAD RECOMMENDATIONS

Time Frame	Priority	Recommendations	Description
Medium-Term (July 2025-2027) Here is a ranked list of medium-term recommendations for the West Yellowhead region, prioritized by their impact on regional economic resilience, business growth, and long-term coordination.	Top Priority (High Economic Impact)	Allocate Local Resources for Economic Development and Recovery	<ul style="list-style-type: none"> Most other regional strategies rely on having trained, dedicated staff in each municipality. Essential for executing plans, engaging businesses, attracting investment, and advancing resiliency efforts.
		Build Regional Economic Development Capacity Through EDA Training	<ul style="list-style-type: none"> Empowers elected officials and municipal staff with practical tools (e.g., BR&E, BIA, CER, CIR). Strengthens leadership, strategy execution, and regional collaboration.
		Enhance Regional Transportation for Workforce Mobility	<ul style="list-style-type: none"> Addresses one of the region's most pressing issues: labour shortages due to a lack of transit. Enables shared workforce across Jasper, Edson, Hinton, and surrounding areas.
		Continue Developing the Regional Business Database	<ul style="list-style-type: none"> Creates a shared information infrastructure for communication, business support, disaster response, and investment targeting. Critical for business retention and coordination across municipalities.
	Medium Priority (Enabling or Supportive Impact)	Promote Local Procurement Opportunities Across the Region	<ul style="list-style-type: none"> Supports Indigenous and local businesses by increasing access to government and industry contracts. Builds stronger local supply chains and keeps dollars circulating in-region.
		Develop a Regional Economic Profile and Commercial Space Inventory	<ul style="list-style-type: none"> Aids investment attraction and retention by providing data on available sites and business opportunities. Useful for entrepreneurs, developers, and external investors.
		Create a Downtown Revitalization Plan for Hinton and Edson	<ul style="list-style-type: none"> Supports key service centres' vibrancy, small business success, and tourism appeal. Aligns with Mainstreet Program goals.
		Host an Annual/Biannual "State of the Economy" Summit	<ul style="list-style-type: none"> Encourages cross-community learning, government engagement, and shared momentum. Builds regional identity and showcases progress to investors and partners.
		Explore a Regional Business License/Registration System	<ul style="list-style-type: none"> Supports database accuracy and revenue generation. It could streamline administrative processes but requires political alignment.
		Foster Indigenous Business and Tourism Collaboration	<ul style="list-style-type: none"> Important for reconciliation and inclusive growth. Best pursued after foundational economic development systems are in place.
	Lower Priority (Important but Indirect Foundational Impact)	Inventory Brownfield, Greenfield, and Greyfield Development Sites	<ul style="list-style-type: none"> Enhances investment readiness over the long term. Lower immediate impact unless tied to active attraction efforts.

WEST YELLOWHEAD RECOMMENDATIONS

Time Frame	Priority	Recommendations	Description
Long-Term (July 2025–2030) Here is a ranked list of long-term recommendations for the West Yellowhead region, prioritized by their potential to drive sustained economic growth, investment attraction, resilience, and regional competitiveness.	Top Priority (High Economic Impact)	Develop a 5–10 Year Regional Economic Development Strategy	<ul style="list-style-type: none"> Serves as the overarching roadmap for coordinated action, investment attraction, and economic diversification. Aligns all municipalities and indigenous partners with shared priorities and performance metrics.
		Create and Implement a Business Investment & Attraction (BIA) Strategy	<ul style="list-style-type: none"> Builds on cluster strengths and asset mapping to target high-value sectors and attract foreign and domestic investment. Enhances economic competitiveness and community investment readiness (CIR).
		Complete a Connected Tourism Corridor (Jasper–Edson–Edmonton)	<ul style="list-style-type: none"> Maximizes Jasper's role as a tourism anchor and spreads benefits across the region. Increases visitor length of stay, supports rural attractions, and boosts off-season travel.
	Medium Priority (Enabling or Supportive Impact)	Develop a Regional Business Cluster Development Strategy	<ul style="list-style-type: none"> Identifies shared sectors, gaps, and supply chain linkages across communities. Supports regional specialization, collaboration, and resilience through diversification.
		Complete a Regional Asset Mapping Exercise	<ul style="list-style-type: none"> Builds a strategic inventory of infrastructure, land, business services, and amenities. Informs future investment decisions, site selection, and economic development strategies.
		Develop a Regional Business Recovery Toolkit	<ul style="list-style-type: none"> Standardizes business continuity resources across communities for future disruptions. Increases preparedness and reduces post-disaster economic losses.
		Advance Food Security Initiatives to Support Resilience	<ul style="list-style-type: none"> Strengthens agriculture and local food systems, especially in Yellowhead County and MD Greenview. Enhances long-term community self-sufficiency and sustainability.
	Lower Priority (Important but Indirect Foundational Impact)	Strengthen Regional Emergency Preparedness with Indigenous and Municipal Partners	<ul style="list-style-type: none"> Enhances coordination and response capacity. Important for future risk mitigation, but dependent on intergovernmental collaboration.
		Analyze Long-Term Environmental Risks (flooding, wildfire, biodiversity)	<ul style="list-style-type: none"> Helps identify risks in advance Assists community in preparing risk mitigation strategies

Appendix 8: Glossary of Terms

Acronym	Name	Definition	Website
ACA	Alberta Construction Association	The Alberta Construction Association (ACA) leads Alberta's non-residential construction industry through government advocacy, industry standard practices, and promotion of a skilled workforce. ACA represents nine local construction associations across Alberta as well as several specialty associations.	www.albertaconstruction.net
AEMA	Alberta Emergency Management Agency	The Alberta Emergency Management Agency (AEMA) leads the coordination, collaboration and cooperation of all organizations involved in the prevention, preparedness and response to disasters and emergencies.	www.aema.alberta.ca
AHS	Alberta Health Services	Alberta Health Services (AHS) is Canada's first and largest province-wide, integrated health system. It is responsible for delivering health services to more than 4.5 million people living in Alberta and occasionally to some residents of other provinces and territories. AHS has more than 73,000 direct AHS employees (excluding Covenant Health and other contracted service providers) and more than 14,700 staff working in AHS' wholly owned subsidiaries such as Alberta Precision Laboratories, Carewest and CapitalCare Group. AHS is also supported by approximately 9,700 volunteers and more than 11,600 physicians practicing in Alberta, approximately 9,500 of whom are members of the AHS medical staff (including active, temporary and community appointments).	www.albertahealthservices.ca
ABmunis	Alberta Municipalities	Alberta Municipalities represents Alberta's municipalities, where over 85% of Albertans live: summer villages, villages, cities, towns, and specialized municipalities. Founded in 1905, ABmunis now serves 284 of Alberta's 334 municipalities, making it Alberta's largest municipal group. They bring municipal leaders from across Alberta to share information, ideas, and solutions and work with elected and administrative leaders of Alberta's municipalities to advocate for solutions to municipal issues. They also help community builders grow resilient, thriving communities by identifying and providing valuable services. They use their members' combined purchasing power to negotiate the best possible value and competitive pricing. A proportion of the revenues generated helps fund research, analysis, and advocacy work.	www.abmunis.ca
AREF	Alberta Real Estate Foundation	The Foundation funds projects in three key areas: real estate leadership, built environment and land. They provide investment grants, development grants, sponsorships and legacy grants.	www.aref.ab.ca
BDC	Business Development Bank of Canada	Canada's business development bank is dedicated exclusively to entrepreneurs. BDC's mission is to help create and develop strong Canadian businesses through financing, advisory services and indirect financing, focusing on small and medium-sized enterprises.	www.bdc.ca
B&A	Business and Investment Attraction	Business Investment & Attraction (B&A) is a common term used by economic development professionals that focuses on bringing new businesses and/or investments to a region. A well-thought-out and developed B&A strategy includes the following goals: <ul style="list-style-type: none"> • Encouraging existing companies to expand through investment • Developing 'Community Investment Readiness' (CIR) capacity • Targeting and attracting new business investment to your community or region • Attracting foreign direct investment (FDI) to your community or region. Ideally, a B&A strategy is created AFTER business outreach and a Business Cluster Strategy. A B&A strategy should build on priorities and target markets identified through business cluster strategy work. ED&A offers a course in B&A.	www.edsaalberta.ca
Bootstrap Plan	The Bootstrap Plan: Retrench, Refresh, Renew, 2021-2024.	A Three-Year Business Plan for the New Travel Alberta to Jumpstart Alberta's 10-Year Tourism Strategy.	chrome-extension://efaidnkmnnrlbpcajpcgclcfndmkaajrhttps://cdn.sanity.io/files/02ma84th/production/36e3206a0ef39446e4072fc59eed0e21145a125.pdf

Acronym	Name	Definition	Website
BC	Business Continuity	Business continuity refers to the ability of a business to quickly adapt to disruptions and maintain continuous business operations while safeguarding people and assets. It goes beyond disaster recovery by offering strategies to help avoid costly downtime, mitigating vulnerabilities and supporting operations in the face of unexpected challenges. Only a handful of the businesses we interviewed had addressed this critical task in advance with some business impact analysis to help prioritize their most crucial functions and systems.	www.thebci.org
BRRE	Business Retention and Expansion	Business Retention and Expansion (BRRE) is a crucial Economic Development Strategy that supports goals for economic development and, in turn, supports the vision and mission of your community. The strategy of BRRE supports and fosters the development and growth of local businesses. The key goal is strategically planning, managing and implementing programs that help existing businesses thrive and grow. The outcome is a sustainable business community that, in turn, provides a sustainable community foundation. EDA offers a course in BRRE.	www.edaalberta.ca
Brownfield	Brownfield Land	Brownfield land is a term used in urban planning to describe land previously used for industrial or commercial purposes with known or suspected pollution, including soil contamination due to hazardous waste. After cleaning up, such an area can become a community park or a business development.	www.wikipedia.org
BvP	Business Visitation Program	BvP is a common term used by economic development professionals. It refers to an active outreach program to help municipalities develop future policies, programs, internal processes, and resources to assist their local business community.	
Cando	Council for the Advancement of Native Development Officers	Cando (Council for the Advancement of Native Development Officers) is a federally registered, non-profit society that is Indigenous controlled, community-based, and membership-driven. Cando is directed by a national and regionally represented volunteer board of elected EDOs representing every region of Canada. Cando has facilitated partnerships with EDOs, academics, Indigenous leaders and senior corporate and government representatives. Cando is unique because it is the only national organization focusing on education and professional development for EDOs working in Indigenous communities or organizations.	www.cando.ca
CER	Community Economic Resilience	Community economic resilience focuses specifically on the economic aspects of resilience within a community. Proactively thinking about possible acute shocks to an economy and chronic stressors helps inform your planning process. Acute shocks exacerbate chronic stressors and create more damaging outcomes for the community at large. Economically resilient communities are prepared to help prevent or reduce the loss or damage to life, property, and the environment; however, they also can quickly return citizens to work, reopen businesses, and restore other essential services needed for a complete and timely economic recovery. *EDA offers a course in Community Economic Resilience.	www.edaalberta.ca
CF Alberta	Community Futures Alberta	Community Futures has been helping rural Alberta entrepreneurs for over 30 years with guidance, business loans, training, and free resources. This includes flexible loans, business tools, and support. CF teams provide expert advice on improving your business plan or marketing strategy so that you're ready for success. Community Futures West Yellowhead is the office responsible for Jasper and the Yellowhead region.	www.albertacf.com www.westyellowhead.albertacf.com
CRC	Canadian Red Cross	The CRC helps people and communities in Canada and worldwide in times of need and strengthens their resilience. The Canadian Red Cross Society is part of the largest humanitarian network in the world, the International Red Cross and Red Crescent Movement. This network includes the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC) and 192 National Red Cross and Red Crescent Societies dedicated to improving the situation of the most vulnerable worldwide.	www.redcross.ca
DMO	Destination Marketing Organization	A DMO is an organization that promotes a location as an attractive travel destination. They are also known as tourist boards, authorities or Convention and Visitors Bureaus. They are generally tied to a local government infrastructure, funded by hotel taxes, membership fees, and sometimes government subsidies.	www.travelalberta.com

Acronym	Name	Definition	Website
EDA	Economic Developers Alberta	Economic Developers Alberta (EDA) is Alberta's leading economic development network. EDA's broad and varied membership base include municipalities, towns, tourism groups, utilities, financial institutions, businesses, Regional Economic Development Authorities, Community Futures Development Corporations, federal, provincial, regional and municipal government agencies, students, non-profit organizations, and other groups and individuals that are either involved or interested in economic development. The EDA Institute offers a growing range of professional development training for community leaders in economic development.	www.edaalberta.ca
EDAC	Economic Developers Association of Canada	EDAC is Canada's national organization of economic developers, pursuing excellence in the field since 1968. With over 1,000 members from coast to coast to coast, EDAC delivers a comprehensive program of: <ul style="list-style-type: none"> Professional development, including the E.C.D. - Canada's nationally recognized designation for economic developers Networking and information sharing opportunities with a national perspective Economic development tools and resources 	www.edac.ca
EDO	Economic Development Officer	EDOs have many different job descriptions, duties, and responsibilities. As a rule, the EDO is a liaison between the Economic Development Committee and the community and supports, encourages, and advises local businesses. Broadly defined, the duties of an EDO can range from economic development program coordination and implementation to supervision and matching business investment opportunities with investors. It is important to note that the job is not about creating business or jobs; rather, it is about facilitating an environment where business and investment can flourish. An EDO facilitates community economic development by linking government departments, businesses, and community groups to potential information or resources for short-term and long-term projects. In some communities, the EDO and Planning department work closely to develop Municipal and regional growth strategies. In other communities or regions, an EDO administers and facilitates economic development for several communities and Councils.	
FCM	Federation of Canadian Municipalities	FCM has been the national voice of municipal government since 1961. Its members include more than 2,100 municipalities of all sizes, from Canada's cities and rural communities to northern communities and 20 provincial and territorial municipal associations. Together, they represent more than 92% of all Canadians from coast to coast to coast. Today, they advocate for municipalities to be sure their citizens' needs are reflected in federal policies and programs.	www.fcm.ca
FDI	Foreign Direct Investment	Foreign direct investment (FDI) is when a company based in one country invests in a company operating or functioning in another country. This foreign direct investment could include land, equipment, technology, and/or acquiring shares or holdings. FDI can be an entirely new development, 'greenfield', or through the change of ownership of existing companies, referred to as mergers and acquisitions.	
FEMA	Federal Emergency Management Agency	A US government agency. FEMA's mission is to support U.S. citizens and first responders to ensure that the U.S. works together to build, sustain and improve its capability to prepare for, protect against, respond to, recover from and mitigate all hazards.	www.fema.gov
Greenfield	Greenfield Land	Greenfield land is undeveloped land in a city or rural area used for agriculture and landscape design or left to evolve naturally. These land areas are usually agricultural or amenity properties being considered for urban development. Greenfield land can be unfenced open fields, urban lots, or restricted closed properties, and it can be kept off-limits to the public by a private or government entity.	
Greyfield	Greyfield Land	Greyfield land is economically obsolescent, outdated, falling, moribund or underused real estate assets or land. The term was coined in the early 2000s from the 'sea of empty asphalt' that often accompanies these sites.	
IAC	Invest Alberta Corporation	Invest Alberta Corporation (IAC) expedites business operations, fosters collaboration, and goes the extra mile to ensure long-term success for businesses. Invest Alberta works directly with investors globally to start or scale up in Alberta, Canada. With a robust entrepreneurial culture and team members strategically positioned worldwide, Invest Alberta breaks down barriers and offers tailored assistance to enable global investors to achieve unlimited success. Since its establishment in 2020, Invest Alberta has supported investments totalling over \$27.2 billion, creating more than 34,630 jobs in sectors ranging from energy and agriculture to tech, aviation, life sciences, and beyond.	www.investalberta.ca

Acronym	Name	Definition	Website
IBC	Insurance Bureau of Canada	Established in 1964, the Insurance Bureau of Canada (IBC) is the national industry association representing Canada's private home, auto and business insurers. Its member companies represent 90% of the Canadian property and casualty (P&C) insurance market. IBC works on several fronts to increase public understanding of home, auto and business insurance. Public awareness is also fostered through IBC's five regional consumer centres, where trained personnel with years of industry and government relations experience answer tens of thousands of consumer inquiries annually.	www.ibc.ca
IBHS	Insurance Institute for Business & Home Safety	The Insurance Institute for Business & Home Safety is a research and communication organization that conducts building science research for the US property insurance industry. They have a number of resources that help homeowners and businesses prepare for wildfires, hurricanes, flood, hail, tornadoes, and winter weather.	www.disastersafety.org
ICCI	Invest Canada-Community Initiatives	The Invest Canada-Community Initiatives (ICCI) program supports Canadian communities seeking to improve their capacity to attract, retain and expand foreign direct investment (FDI) to create jobs for Canadians, support innovation and increase exports. The ICCI program provides funding for approved FDI projects. Overall, the program aims to increase Canadian employment and improve Canada's capacity to compete in the global economy.	www.canada.ca
ICSC	International Council of Shopping Centers	ICSC is a member organization that promotes and elevates the marketplaces and spaces where people shop, dine, work, play, and gather as foundational and vital ingredients of communities and economies.	www.icsc.com
IEDC	International Economic Development Council	The International Economic Development Council (IEDC) is a non-profit, non-partisan membership organization serving economic developers. With more than 5,000 members, IEDC is the largest organization. Economic developers promote economic well-being and quality of life for their communities by creating, retaining and expanding jobs that facilitate growth, enhance wealth and provide a stable tax base. From public to private, rural to urban and local to international, IEDC's members are engaged in the full range of economic development experiences. Given the breadth of economic development work, our members are employed in various settings, including local, state, provincial and federal governments, public-private partnerships, chambers of commerce, universities and other institutions. When we succeed, our members create high-quality jobs, develop vibrant communities, and improve the quality of life in their regions. One of IEDC's initiatives is Restore Your Economy, a one-stop shop of disaster preparedness and post-disaster economic recovery resources for economic development organizations, chambers of commerce, local businesses, trade organizations, and other economic recovery stakeholders.	www.iedconline.org www.restoreyoureconomy.org
ITA	Indigenous Tourism Alberta	Indigenous Tourism Alberta (ITA) encourages and promotes authentic Indigenous tourism that showcases its members' unique and immersive experiences throughout our four regions: North, Central and Southern Alberta and the Rockies. ITA aims to enhance economic viability, further engage and support Indigenous peoples, and nurture these partnerships throughout the province by sharing stories, culture, and experiences with a global audience.	www.indigenoustourismalberta.ca
JETI	Alberta Ministry of Jobs, Economy, Trade and Immigration	This provincial department supports and promotes economic development, trade and investment, safe, fair, healthy workplaces, and attracts skilled workers.	www.alberta.ca/jobs-economy-trade-and-immigration
JNP	Jasper National Park	Spanning over 11,000 square kilometres, Jasper is the largest national park in the Canadian Rockies. Known for its vast wilderness, majestic peaks, abundant wildlife and outstanding natural beauty, visitors travel from all over Canada and around the world to experience this very special place.	www.parks.canada.ca/pn-np/ab/jasper
JRCC	Jasper Recovery Coordination Centre	The Jasper Recovery Coordination Centre (JRCC), a vital partnership between the Municipality of Jasper and Parks Canada, was established on August 22, 2024, to ensure continued collaboration and progress as the community moves forward from the impact of the 2024 Jasper wildfire. The JRCC is focused on restoring services and supporting residents and businesses through their recovery journey.	https://www.jasper-alberta.ca/p/jasperwildfire
Main Street®	Main Street® Downtown Revitalization	A downtown commercial district is the most visible indicator of a community's economic and social health. Its vitality and commercial success are assets when recruiting new residents, enticing tourists, and stimulating new investment, businesses and industries. Reversing the long-term effects of depopulation and service decline experienced by many smaller communities is what Main Street® is all about. Its approach to downtown revitalization focuses on results: generating economic and cultural activity that justifies renewed interest and investment. It is also about people working together to revitalize the economic health of their communities while preserving the character of their downtowns.	www.nationaltrust.ca

Acronym	Name	Definition	Website
MDJ	Municipality of Jasper	The Municipality of Jasper is broken down into departments. Each department provides different services to the community: <ul style="list-style-type: none"> Community Development Department Finance and Administration Department Operations Department Protective and Legislative Services Department Urban Design and Standards 	www.jasper-alberta.ca
NAICS	North American Industry Classification System	The North American Industry Classification System (NAICS) is the standard federal statistical agencies use to classify business establishments to collect, analyze, and publish statistical data related to the Canadian business economy.	https://www23.statcan.gc.ca/mdb/p3v0.pl?Function=getV0&TV0=180553
NRED	Northern and Regional Economic Development Program	The Northern and Regional Economic Development (NRED) Program funds initiatives led by Alberta municipalities, Indigenous communities and non-profit organizations that promote regional economic development and diversification.	https://www.alberta.ca/northern-and-regional-economic-development-program
PSs	Public-Private Partnerships	Public-private partnerships or P3s are long-term agreements between governments and the private sector to build, expand or refurbish public infrastructure, deliver services and provide maintenance. They have been used extensively in Canada for roads, bridges, hospitals, water and wastewater treatment plants, transit systems, schools and justice facilities. Unlike traditional procurement approaches, the public sector integrates multiple parts of a project into one contract that: <ul style="list-style-type: none"> Allocates the appropriate risk transfer to the partner best suited to manage it Considers the whole life cycle of the asset Drives innovation and efficiencies, and Leverages private capital and expertise 	www.pppcouncil.ca
	Placemaking	Placemaking is a term used by economic development professionals that refers to a multi-faceted approach to the unique design, planning, and management of public spaces to make the 'places' more engaging and meaningful to residents and businesses.	
PrairiesCan	Prairies Economic Development Canada	Prairies Economic Development Canada (PrairiesCan) is the department that diversifies the economy across the Canadian Prairies. PrairiesCan builds a strong, competitive Canadian economy by supporting business, innovation, and community economic development unique to Alberta, Saskatchewan, and Manitoba.	https://www.canada.ca/en/prairies-economic-development.html
PSC	Public Safety Canada	Public Safety Canada is Canada's federal department responsible for national security, emergency management, and the Centre for Resiliency and Continuity Management.	www.publicsafety.gc.ca
RAM	Regional Asset Mapping	Regional Asset Mapping is a common term used by economic development professionals. It refers to a process of revealing a region's unique set of tangible and intangible assets to help leaders leverage assets and inform strategic plans to achieve economic and workforce development goals. This exercise can also be included in the overall Business Cluster Development process. This process is covered in EDA's BR&E course.	www.eda.alberta.ca
R&D	Research and Development	This refers to research and development in a community within the industry, government, and academia.	
RDN	Rural Development Network	A non-profit organization that works with rural, remote and Indigenous communities and organizations in Canada. They collaborate to identify and bring focus to rural issues, build local capacity, and develop innovative, rural-based solutions to social and economic challenges.	www.ruraldevelopment.ca
	Regional Business Cluster Development Strategy	A Regional Business Cluster Development Strategy is a common term used by economic development professionals. Initially coined by Michael Porter in 1990, it enables regions to understand their company's competitive advantages better, connect buyers and suppliers, improve productivity (and often profitability) and guide policymakers and industry leaders on strategies for economic development.	

Acronym	Name	Definition	Website
RINs	Regional Innovation Networks	Regional Innovation Networks are community-based providers who work closely with Technology Development Advisors to provide access to programs and services that help people start a business, innovate a solution, or accelerate the growth of an existing technology. RINs are supported by Alberta Innovates and are spread across the province to provide services and support, which is where Alberta's innovators and entrepreneurs are. Each RIN comprises local innovation support agencies passionate about helping local, early-stage technology and knowledge-based businesses innovate, grow, diversify the economy, and help build a strong entrepreneurial culture in Alberta.	www.albertainnovates.ca
RMA	Rural Municipalities of Alberta	Rural Municipalities of Alberta represent Alberta's 69 counties and municipal districts as an independent association. Since 1909, they have helped rural municipalities achieve strong, effective, local government. They strive to strengthen and support rural Alberta through dedicated advocacy and a suite of valued business services, including comprehensive coverage through RMA Insurance and cooperative procurement, insurance, and group benefits through Canoe.	www.rm Alberta.com
TA	Travel Alberta	Travel Alberta is the destination management organization of the Government of Alberta. As a Crown Corporation, it operates under the authority of the Travel Alberta Act within the Ministry of Tourism and Sport. Travel Alberta drives the growth of the province's visitor economy, creating and promoting must-visit destinations throughout the province. They do this by helping businesses develop memorable products and experiences, marketing those products and experiences to the world, ensuring visitors have access to them, and driving alignment across the sector.	www.travelalberta.com
TDA	Technology Development Advisor	Technology Development Advisors are senior business advisors who provide business coaching, guidance on accessing capital through Alberta Innovates programs and connection to community support through various networks. They work with others within Alberta's innovation ecosystem to support and access resources to help high-growth, high-potential companies become self-sustaining and positioned to provide economic and social benefits to Alberta.	www.albertainnovates.ca
TIAA	Tourism Industry Association of Alberta	The Tourism Industry Association of Alberta (TIAA) is a not-for-profit tourism association that advocates on behalf of all segments of Alberta's tourism economy for a competitive and sustainable business environment that generates substantial economic value for the province.	www.tiaa.silkstart.com



ECONOMIC DISASTER RECOVERY PROGRAM

AGENDA ITEM 7.4

REQUEST FOR DECISION

Subject: Penalty Waiver Request Roll #000730
From: Bill Given, Chief Administrative Officer
Prepared by: Emily Dawson, Finance Manager
Reviewed by: Natasha Malenchak, Director of Finance and Administration
Date: September 9, 2025



Recommendation:

That Committee receive this report for information and take no further action.

Alternatives:

That Committee recommend Council approve the waiver of penalties received for outstanding property tax payment for Roll #000730 in the amount of (*choose ONE of the following*):

- \$76,787, for penalties received in 2025.
(Property owner remaining balance would be \$600,195)

OR

- \$133,525, for penalties less payments received since 2020.
(Property owner remaining balance would be \$543,457.)

OR

- \$256,688 for the total penalty amount received since 2020.
(Property owner remaining balance would be \$420,294)

And, that the waiver be subject to the property owner:

- Enrolling in the Municipality's Preauthorized Payment Plan (PAP) within 14 days; and
- Paying the full outstanding tax balance, including 2025 taxes, by September 30, 2025.

Background:

Bylaw #040 – Jasper Municipal Tax Penalties Bylaw states"

3.2 Where on December 31st of the current tax year any Taxes remain unpaid pursuant to Section 3.1, such unpaid Taxes shall be deemed to be in arrears and shall be in each calendar year subject to a penalty thereon payable in the amount of eighteen percent (18%) levied on the 1st day of January of each year of arrears and in respect of the amount of Taxes so in arrears.

On January 21, 2025, Council approved the following one-time 2024 penalty relief measures applicable to all municipal property taxpayers:

- Reduced property tax penalty rate from 18% to 15%;
- No penalties on 2024 arrears for taxpayers who enrolled in PAP by February 15, 2025, and paid their balance by year-end;
- Changed the 2024 penalty posting date to March 1, 2025.

On September 2, 2025, Council received a letter from the Astoria Hotel requesting full forgiveness of penalties and referred the matter to administration for a report.

Discussion:

In response to the financial hardship caused by the 2024 Jasper Wildfire Complex, Council established a one-time opportunity for taxpayers to reduce or eliminate property tax penalties through enrollment in the Municipality's Preauthorized Payment Plan (PAP). This program was intended to encourage repayment while supporting community recovery, and it included a clear deadline: taxpayers needed to enroll in PAP by February 15, 2025, and pay all arrears and 2024 taxes by December 31, 2025.

The owner of Roll #000730 (Astoria Hotel) did not enroll in the PAP program by the deadline and is currently subject to an estimated \$256,688 in penalties.

As of the end of 2024, the property's total tax arrears were reported at approximately \$463,058, and with the addition of the 2025 levy and remaining penalties, the total amount required to bring the account into good standing is \$676,982.

These arrears have accumulated over a period of several years, beginning in 2020. While the 2024 wildfire may have contributed to ongoing financial challenges, the current status of the account reflects circumstances that were in place prior to the wildfire and the introduction of the 2024 relief measures.

In recent correspondence, the management of the Astoria Hotel has indicated a willingness to resolve the outstanding balance and has engaged in discussions with administration. The property owner has committed to making a lump-sum payment of the principal balance in amount \$420,294 by the end of September 2025, which would cover the majority of arrears and the current year's taxes. This recent engagement demonstrates intent to bring the account into compliance.

Administration's recommendation not to provide further relief is based on principles of equity and consistency.

The approach approved by Council in January 2025 was deliberately structured to balance compassion and fiscal responsibility. Extending additional relief now—particularly in a case where the penalties reflect a long-standing arrears history—could create expectations for future exceptions, thereby weakening the credibility and effectiveness of future financial programs.

Under provincial legislation Council does possess broad authority to provide the requested waiver, if Council considers it equitable to do so.

If Council feels compelled to offer relief in this case, administration suggests a limited, conditional exception: the property owner could be required to enroll in PAP immediately and commit to full payment of all arrears and 2025 taxes by September 30th, 2025. (*alternative option 1*)

While this would allow some flexibility, it would still adhere to the original intent of the program and demonstrate a commitment to resolution on the part of the taxpayer.

Strategic Relevance:

- Pursue alternative revenue sources and equitable distribution of costs.

- Collaborate with industry partners and other governments to foster a comprehensive, sustainable economic recovery for a more resilient destination.

Inclusion Considerations:

Applying consistent rules and deadlines to all taxpayers supports fairness and transparency in municipal financial processes. While individual circumstances may vary, the use of clearly communicated programs like PAP ensures that all property owners have equal access to relief opportunities.

Relevant Legislation:

- Alberta Municipal Government Act Section 347
- Bylaw #040 - Jasper Municipal Tax Penalties Bylaw

Financial:

The total penalties currently outstanding on Roll #000730 are estimated at \$256,688, of which up to \$76,787 could be waived under the terms of the conditional partial forgiveness option 1 presented in this report. Approving a partial or full waiver would result in a reduction to the Municipality's anticipated penalty revenue for 2025.

However, the property owner has indicated a commitment to making a lump-sum payment towards the tax levy less any interest in the amount of \$420,294 by the end of September 2025, which would bring the account into good standing. Securing this payment would have a significant positive impact on 2025 property tax revenue and reduce the financial risk associated with long-term arrears on this file.

AGENDA ITEM 7.5

REQUEST FOR DECISION

Subject: Public Participation Strategy
From: Bill Given, Chief Administrative Officer
Prepared by: Lisa Riddell, Community Development Manager
Reviewed by: Christopher Read, Director of Community
Date: Development September 9, 2025



Recommendation:

That Committee recommend Council adopt the Public Participation Strategy as presented.

Alternatives:

- That Committee direct Administration to revise the strategy and return to a future meeting.
- That Committee receive this report for information and take no further action.

Background:

On August 5, 2025, Council adopted the Public Participation Policy A-104.

Discussion:

The policy affirms our strategic commitment to welcome and receive input from community members, groups and organizations. The policy reflects strategic priorities to recognize our growing diversity and foster opportunities for greater inclusion. The draft strategy takes the statements made in the policy and outlines how administration will put those statements into action – recognizing that public input from the diverse community we serve is an essential part of local decision making.

While required under provincial legislation, review of the municipality's approach to public engagement or public participation, is also a priority in line with [Policy E-015 – Equity, Diversity and Inclusion Policy](#) and the [2022 – 2026 Equity, Diversity and Inclusion Action Plan](#).

The proposed Public Participation Strategy:

- Uses plain language to improve accessibility and understanding for a wider range of residents.
- Prioritizes accessible and inclusive participation opportunities.
- Builds upon five measurable goals that aim to create the conditions for ongoing input from the diverse public we serve.
- Includes capacity building to ensure sustainability over time.
- Outlines actions we can take, results we can see and impact we can measure to track our progress.

We collected input internally from department directors on the draft strategy. We also asked the public about what they thought of the draft. Input received was generally in support of the strategy – with some great ideas to improve it. Internal and external engagement also yielded helpful ideas when it comes to the tactics we would use such as: how to communicate to residents when opportunities are available, how to report on input received, how to respond to inquiries. As a result of the public feedback gathered in the past week, we added Objective 1D to the strategy, speaking to reporting on public participation activities annually to council.

While the opportunity was open to the public, it was visited 122 times on engagejasper.ca and of those visits 11 people filled in the survey. The survey was sent out via email and on social media with specific efforts to reach groups at risk of exclusion such as: newcomers to Canada, low income, individuals with diverse physical or cognitive abilities, seniors and new parents.

Strategic Relevance:

- Leverage and create opportunities for greater inclusion.
- Communicate and engage with residents.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, and associations.

Inclusion Considerations: The strategy was written in plain language and emphasizes our commitment to hearing from diverse residents, with specific efforts towards reaching groups at risk of exclusion.

Relevant Legislation:

- [Policy E-115 – Equity, Diversity and Inclusion](#)
- [Policy A-004 – Public Engagement](#)

Financial: Implementation of the strategy will inform business planning for future budget years and will be subject to Council's regular budget review processes.

Attachments: DRAFT Public Participation Strategy and public input

Public Participation Strategy Draft – Public Survey Summary

Survey Period: Aug 27 – Sept 2, 2025

Responses: 11

Summary prepared by: Lisa Riddell

1. Overall Sentiment

Generally positive but cautious: Most respondents believe the draft strategy has potential to improve inclusivity and engagement. Some expressed skepticism, citing previous frustrations with municipal decision-making and feeling unheard.

2. Key Themes from Feedback

A. Transparency & Accountability

- Ensure clear communication.
- Desire for responses to feedback.
- Several mentions of an annual public participation report to track progress.

B. Accessibility & Inclusivity

- Ensure plain-language materials to improve understanding.
- Provide multiple ways to participate, not just online — recognizing barriers like lack of internet access.
- Allow longer timelines for input and accommodation for displaced residents.

C. Engagement Quality vs. Process

- Concerns that current process prioritizes formality over meaningful engagement.
- Requests for clear success measures: inclusivity, fairness, accessibility, representation.
- Suggestion to create a community-based advisory council to provide ongoing input.

D. Partnerships & Broader Impact

- Some respondents want Parks Canada to align with the strategy for consistent engagement.
- Concerns raised about outside corporate influence and protecting locally owned businesses.

3. Opportunities for Strategy Implementation:

- Define timelines for feedback and decision-making.
- Clarify roles - how resident input informs decisions and when Council commits to act on it.
- Expand outreach methods: print, in-person, phone, and targeted outreach to underrepresented groups.
- Share summaries of public input, including participant demographics, to build trust.
- Revisit the strategy after six months to make iterative improvements.

2026 - 2029



Municipality of Jasper

Public Participation Strategy



Our Commitment

The Municipality of Jasper values the ideas, knowledge, and commitment of community members, groups, and organizations. We recognize that public input is an essential part of local decision-making and helps us better serve our diverse community.

**This commitment is reflected in Policy A-104 – Public Participation.
Council adopted this policy on August 5, 2025.**



Purpose of the Strategy

The Public Participation Strategy provides a framework for fostering meaningful, transparent, and inclusive participation between the Municipality of Jasper and its residents. It underscores the municipality's commitment to making informed decisions that consider the diversity of voices in the community.



Why Do We Need a Public Participation Strategy?

Public participation enriches decision-making and strengthens trust between residents and the municipality. Public input ensures that decisions are rooted in local experiences, knowledge, and values, and demonstrates a commitment to accountability and transparency.



Continuous Improvement

We will update our approach based on community feedback, staff experience, and best practices. The Public Participation Strategy itself will be revised every four years following the review and adoption of Policy A-104 – Public Participation. This practice is in line with the Public Participation Policy Regulation (Alta. Reg. 193/2017) within the Municipal Governance Act (MGA).



When do we need to ask residents what they think?

- When we create municipal budgets.
- When we start new programs, services, or capital projects.
- When we develop or change municipal policies and bylaws.
- When we prepare or update strategic or operational plans.
- When we review existing programs, services, or service levels.

Our Strategic Goals (2026 – 2029):

1. Build Trust and Transparency:

- Ensure all participation opportunities are open, honest, and clear.
- Communicate how input is used in decision-making.

2. Ensure Inclusive Access:

- Actively seek input from all community members, especially those historically underrepresented or at risk of exclusion.
- Offer varied and accessible ways for people to participate.

3. Strengthen Community Connections:

- Use participation activities to build relationships, foster respect, and encourage ongoing dialogue.

4. Support Informed Decision-Making:

- Use participation activities to build relationships, foster respect, and encourage ongoing dialogue. Provide clear, balanced information to help community members offer meaningful feedback.
- Use community input to inform, shape, and improve municipal decisions.

5. Grow Organizational Capacity:

- Equip staff with the tools, skills, and confidence to lead effective and inclusive participation activities.
- Reflect and learn from every engagement effort to continually

Our Approach



We use a mix of methods tailored to each situation with a commitment to hearing from harder-to-reach residents.



We learn from what others are doing and embrace new approaches.

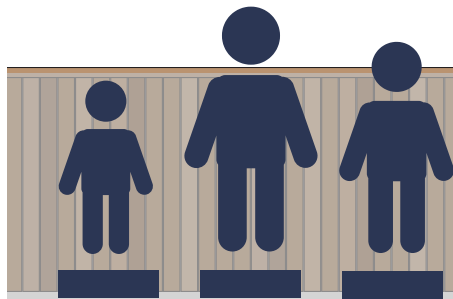


We follow the International Association for Public Participation (IAP2) Spectrum to determine the right level of engagement.

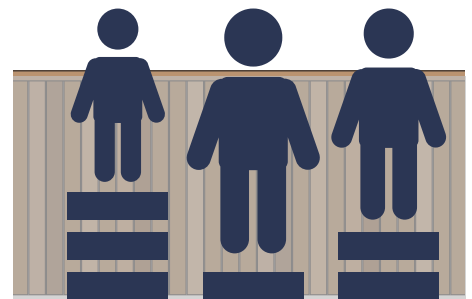


We embed **equity** in our work every step of the way, from the design phase through the deployment and into the debrief phases.

Equity means making sure everyone has a fair chance to participate, even if that means offering extra support to those who face barriers. It's about creating opportunities for all voices to be heard, not treating everyone the same.



Equality: People are given the same level of support. Some people still can't participate.



Equity: People are given different levels of support so they can all participate.

IAP2 Spectrum

The IAP2 Spectrum of Public Participation is a tool developed by the International Association for Public Participation (IAP2) to guide organizations on how to involve the public in decision-making processes.

It outlines different levels of public participation, from simply providing information to empowering the public with decision-making power, and helps clarify the public's role and the promise being made to them at each level.

	Inform	Consult	Involve	Collaborate	Empower
Our goal for public participation	Provide you with balanced and objective information to help you understand the problem, alternatives and/or solutions.	Gather your feedback on the analysis presented, alternatives and/or decision.	Work with you directly throughout the process to make sure your ideas and advice are consistently understood and considered.	Partner with you in each part of the decision, including the creation or alternatives and finding a preferred solution.	Give you the final decision-making power.
Our promise to you	We will keep you informed	We will listen to your feedback and ensure that it is reflected in the alternatives. We will tell you how your input influenced the decision.	We will seek your ideas and advice and use them as much as possible. We will tell you how your input influenced the decision.	We will work with you to create alternatives and identify solutions.	We will implement what you decide.

Desired Public Participation Outcomes (2026-2029):

Over the next four years, we will:

- 1 Increase awareness of and participation in public participation opportunities.
- 2 Increase the number of ways the public can participate.
- 3 Increase the number of accessible public participation opportunities.
- 4 Increase the public's understanding of public participation opportunities and how the input is used in decision-making.
- 5 Increase the number of requests for decision that include results from public participation related to the topic.
- 6 Increase staff understanding and ability to carry out public participation activities.

Objective 1:

Increase awareness of and participation in public participation opportunities.

What we do:	The result:	What we look for:
A. Promote participation opportunities through multiple channels: posters, website, social media, community bulletin boards, and word-of-mouth.	Public participation opportunities are visible through a diversity of formats and channels using different tools and approaches.	<ul style="list-style-type: none"> • # of channels used to promote opportunities. • # of responses.
B. Write all announcements and invitations in plain language.	All public participation materials are written at a Canada Learning Benchmark (CLB) level 5-8.	<ul style="list-style-type: none"> • # of opportunities communicated using plain language.
C. Reach out directly to underrepresented groups, including youth, seniors, newcomers, 2SLGBTQIA, Indigenous residents, and those living with barriers.	Groups at risk of exclusion are aware of and participate in public participation activities.	<ul style="list-style-type: none"> • # of responses from residents who identify as a member of a group at risk of exclusion.
D. Report on Public Participation activities regularly.	An annual summary of public participation activities, results and outcomes is presented publicly to Council.	<ul style="list-style-type: none"> • # of public participation reports shared with council.

Objective 2:

Increase the number of ways the public can participate

What we do:	The result:	What we look for:
A. Use different public participation tools depending on the project: surveys, open houses, workshops, interviews, online tools, advisory groups, and Community Conversations.	Public Participation activities are available in a variety of formats that align with the level of engagement sought and the groups we wish to hear from.	<ul style="list-style-type: none">• # of formats used.• # of responses.• # of responses from residents who identify as a member of a group at risk of exclusion.• # of new formats tried.• # of new formats tried.• # of elements used to reduce or remove barriers.
B. Explore new public participation tools and try new approaches in line with best practice in the field of public participation.	New tools are explored and tried to see if they are effective.	
C. Make sure engagement options are accessible — considering childcare needs, language barriers, transportation, and accessibility.	Elements are incorporated into public participation activities to reduce or remove barriers to participation.	

Objective 3:

Ensure accessible public participation opportunities

What we do:	The result:	What we look for:
A. Check all venues, materials, and formats for accessibility.	Venues, materials and formats are accessible.	<ul style="list-style-type: none">• # of responses.• # of responses from residents who identify as a member of a group at risk of exclusion.• # of Equity Sequence assessments done on Public Participation Plans.• # of IAP2 Spectrum assessments done on Public Participation Plans.• # of elements used to reduce or remove barriers.
B. Plan with community needs in mind — including timing, location, and language.	Activities are at various times and locations. Information is in plain language.	
C. Utilize the inclusion tool to assess public participation opportunities for inclusivity and make improvements where possible.	Equity Sequence is used and results incorporated into public participation opportunities.	
D. Choose the right level of engagement using the IAP2 Spectrum.	IAP2 Spectrum is used to determine the level of engagement.	

Objective 4:

Provide clear and helpful background information

What we do:	The result:	What we look for:
A. Share background information in clear, simple language.	Background information is clear, simple and writing in plain language.	<ul style="list-style-type: none">• # of responses.• # of responses from residents who identify as a member of a group at risk of exclusion.
B. Explain what decision is being made, what feedback we need, and how feedback will be used.	There is clarity around how feedback will influence a decision.	

Objective 5:

Increase the number of council and administrative decisions that include results from public participation.

What we do:	The result:	What we look for:
A. Summarize results and share the results of public participation in decision-making contexts related to the topic.	<ul style="list-style-type: none">• Decisions at the Council level include a review of related public participation results.• Decisions at the Senior Leadership Team (SLT) level include a review of related public participation results.	<ul style="list-style-type: none">• # of requests for decision that include public participation results.• # of administrative decisions that are influenced by public participation results.

Objective 6:

Increase staff understanding of and ability to carry out public participation activities.

What we do:	The result:	What we look for:
A. Embed public participation roles and responsibilities into job descriptions where appropriate.	Public Participation roles and responsibilities are clearly defined within the organization.	<ul style="list-style-type: none"> • # of roles that include public participation elements. • # of staff training sessions that take place. • # of accessible, inclusive public participation activities that take place. • # of opportunities for improvement identified. • # of public participation activities that straddle multiple departments. • # of responses. • # of responses from residents who identify as a member of a group at risk of exclusion. • # of standards of practice developed.
B. Invest in public participation to ensure staff have the resources and capacity to implement the Public Participation Strategy.	The practice of public participation is resourced and staff have the capacity to design and deploy accessible activities.	
C. Train staff on topics that promote inclusive public participation, IAP2, plain language writing, and accessibility.	Staff receive training on topics that will support public participation activities.	
E. Review and reflect on each participation activity to learn and improve.	Quality improvement activities are embedded in the public participation process.	
F. Work together across departments on public participation initiatives.	There is organization-wide awareness and collaboration on public participation topics, activities and efforts.	
G. Work with departments and service areas to identify opportunities for public participation and to develop standards of practice (SOP) for departmental use.	<ul style="list-style-type: none"> • Departments have a plan to engage on areas relevant to their work. • Departments have procedures and standards of practice to use in their public participation efforts. 	



engagejasper.ca

jasper-alberta.ca



COMMUNITY DEVELOPMENT DIRECTOR'S REPORT

Christopher Read, Director 9 September 2025

Across the Department

- ❖ Staff turnover and staff vacancies remain our biggest challenge. Other job opportunities outside and within the MoJ, high cost of living, housing insecurity, and continued personal impacts from the wildfire are the main reasons given.

Wildflowers Childcare and Out Of School Care

- ❖ Looking back on Daycare reopening on September 9, 2024 and having successfully remained open, providing quality education and care for the whole year! Well done Wildflowers.
- ❖ An excellent summer at OOSC as well, with the program full - and full of fun!
- ❖ Waitlist/spaces available still a challenge for the community, we continue to look at expansion and other options to increase capacity, all while staffing remains our largest constraint as the community continues to recover and rebuild.

Activity Centre, Parks, and Arena/Curling

- ❖ New garden boxes full of homegrown goodness for our residents has been a great addition to a formerly empty corner at Commemoration Park.
- ❖ Vibrant and thoughtful mural titled "The Things That Grew" at the Jasper Activity Centre by Gijs Vanhee, sponsored by Red Cross, and with amazing programs around the install from UpLift! – many thanks to all!
- ❖ Jasper Tennis Association securing a \$112K Provincial Community Facility Enhancement Program grant for our tennis and racquet courts – this will refresh Tennis and bring new Pickleball courts in the spring of 2026.
- ❖ Hired Jesse Muir into the role of Recreation Facilities Assistant Manager – Jesse will be taking the reins of the arena in the coming weeks and months. Welcome to the team, Jesse!
- ❖ The Arena Team successfully installed the arena ice early this year, in the heat, ready August 17 for Hockey Camp.

Fitness and Aquatic Centre

- ❖ 16,451 people used the facility over June, July and August, and membership purchases are up from 2023 stats.
- ❖ Facility busy with child, youth, and adult programming – swimming, aquafit, spin cycle, climbing, volleyball, and partnering with Outreach for many KAOS and Rec Room events.

Outreach, Settlement, and Mini-CD

- ❖ Another fantastic quarter of support and programs, exemplified by this small sample:
 - Community-wide thrift event was a great success with over 500 participants and 80% of donations out.
 - Award-winning puppet show Emilio's A Million Chameleons by Adam Francis Proulx came to Jasper, with more than 275 community members of all ages attending.
- ❖ Indigenous Relations planning for NDTR September 30th, and engagement around the IR framework.
- ❖ Community Economic Development Fund is NOW OPEN for intake, closing September 30th.
- ❖ TRENDS: continued reports of stress around immigration paperwork and delays, interim and regular housing, upcoming winter season, smoky conditions, and navigating the re-build process.
- ❖ Community Conversations begin again on Wednesdays starting first week of September:
 - Adults – Sep 3, Oct 1, Nov 5, Dec 3 from 2-3 PM at 627 Patricia Street or zoom
 - Seniors - Sep 3, Oct 1, Nov 5, Dec 3 from 3:30-4:30 PM at 627 Patricia Street or zoom
 - Children and Youth – Sep 12, Oct 8, Nov 12, Dec 10 from 12-1:30 PM at 627 Patricia Street or zoom

Stories of Gratitude from the Front Line:

- ❖ A newcomer family had initially considered leaving Jasper decided to stay after participating in community activities and events. This gave the family a sense of belonging and connection to Jasper and it's residents, which encouraged them to remain in the community.
- ❖ A family came to the Fitness & Aquatic Centre with a kiddo in a wheelchair. They had been travelling for over a month and had not been in a facility as accommodating and inclusive as ours, expressing appreciation for the accessible change room especially.

AGENDA ITEM 7.7

REQUEST FOR DECISION

Subject: 2024 JMHC Annual Shareholder Resolutions
From: Bill Given, Chief Administrative Officer
Reviewed by: Cam Jenkins, Municipal Housing Coordinator
Date: September 9, 2025



Recommendation:

Committee recommend Council approve the 2024 Annual Shareholder Resolutions for the Jasper Municipal Housing Corporation as presented.

Alternatives:

- That Committee recommend that Council defer consideration of the Annual Shareholder Resolutions pending further information.
- That Committee recommend that Council amend the proposed Annual Shareholder Resolutions prior to approval.

Background:

- Policy B-123 *JMHC Shareholder Policy* was adopted by Council on **February 20, 2024**, and outlines the requirement that shareholder actions be authorized by Council and executed in writing.
- The Jasper Municipal Housing Corporation (JMHC) held its Annual General Meeting (AGM) for the 2024 fiscal year on **April 15, 2025**.
- The Business Corporations Act (Alberta) allows for shareholder actions to be undertaken by written resolution in lieu of a meeting.

Discussion:

This report addresses governance matters arising from the first Annual General Meeting (AGM) of the Jasper Municipal Housing Corporation (JMHC). As a newly incorporated municipal controlled corporation, JMHC is undergoing the initial implementation of corporate procedures required under the *Business Corporations Act (Alberta)*. While the AGM for the 2024 fiscal year was held on April 15, 2025, no shareholder resolutions were passed during the meeting.

Following the AGM, administration consulted with Brownlee LLP, legal counsel for JMHC, who confirmed that the required shareholder resolutions may be validly executed through written resolution. This approach complies with section 141(1) of the *Business Corporations Act* and provides a practical mechanism for fulfilling the Municipality's responsibilities as sole shareholder.

A contributing factor to the delay in shareholder resolutions was a change in JMHC's corporate year-end. This adjustment was intended to align the Corporation's financial reporting period with that of the Municipality.

However, as a result, the 2024 Financial Statements were not finalized in time for the AGM. With the statements now complete and reviewed by the Board, both Director and Shareholder Resolutions have been prepared and reviewed by legal counsel.

The resolutions include:

- Election of directors,
- Appointment of Metrix Group LLP as accountants,
- a decision to dispense with auditors for the time being, and
- an acknowledgment of the financial statements.

Given that this is JMHC's first year of formal operations and its first AGM, some administrative irregularities were anticipated. As the Corporation matures and annual procedures become established, future AGM processes are expected to follow a more standardized schedule. Approving the shareholder resolutions at this time supports the orderly continuation of JMHC's operations and provides clarity regarding its governance framework.

Alternatives such as deferring the resolutions or requesting amendments could delay compliance and introduce unnecessary uncertainty into the Corporation's oversight structure. Administration is recommending approval as presented, consistent with legal advice and the Municipality's governance obligations.

Strategic Relevance:

- Build our internal capacity to advance our housing priorities.
- Invest in developing community-focused housing units.
- Entrust our staff to develop healthy relationships with the people they serve.

Inclusion Considerations:

JMHC provides governance and oversight for the development of non-market and community housing. Enabling the Corporation to fulfill its obligations supports equity in housing access and strengthens community-focused housing initiatives. No adverse inclusion impacts have been identified.

Relevant Legislation:

- Business Corporations Act (Alberta)
- Jasper Policy B-123 – JMHC Shareholder Policy

Financial:

The associated costs are borne by JMHC and have been incorporated within their approved operating budget. JMHC's 2024 financial statements are also reflected in the Municipality of Jasper's consolidated 2024 audited financial statements, under **Note 4 – "Investment in Government Business Enterprise."** These consolidated financial statements were previously reviewed and approved by Council. As a result, there is no additional financial impact to the Municipality resulting from the approval of the shareholder resolutions.

Attachments:

2024 Annual Shareholder Resolutions

**ANNUAL RESOLUTIONS IN WRITING
CONSENTED TO BY THE SOLE SHAREHOLDER
OF
JASPER MUNICIPAL HOUSING CORPORATION
(THE "CORPORATION")
PASSED PURSUANT TO SECTION 141(1)
OF THE *BUSINESS CORPORATIONS ACT* (ALBERTA) (THE "ACT")
EFFECTIVE: OCTOBER 30, 2024**

BE IT RESOLVED THAT:

1. ELECTION OF DIRECTORS

The following persons are hereby elected directors of the Corporation to hold office, subject to the Act, until the next annual meeting of the shareholders (or the signing of a resolution in lieu thereof) or until their successors are duly elected or appointed:

SCOTT WILSON
HENRIQUE DAMOTA
NADINE MCISAAC
LAURIE RODGER

ANDREA ZIEGLER
SERGE MARTIN
EDWARD ARCHIBALD

2. DISPENSING WITH AUDITORS

The Corporation dispense with the appointment of an auditor until the next annual meeting of the shareholders or the signing of a resolution in lieu thereof.

3. APPOINTMENT OF ACCOUNTANTS

Metrix Group LLP be and the same are hereby appointed accountants of the Corporation, to hold office until the next annual meeting of the shareholders of the Corporation unless such accountants are earlier duly removed from office, at a remuneration to be fixed by the Board of Directors with the Board being hereby authorized to fix such remuneration.

4. WAIVER / ACKNOWLEDGMENT

The undersigned Shareholder hereby:

- a) acknowledges and confirms receipt of a copy of the Financial Statements for the most recent fiscal period of the Corporation; or
- b) notifies the Corporation that such shareholder does not require delivery of a copy of the Financial Statements for the most recent fiscal period of the Corporation.

These resolutions may be signed and delivered by the shareholder of the Corporation by electronic transmission, including facsimile and email, and shall constitute the same original instrument.

ACKNOWLEDGED AND SIGNED by the sole shareholder entitled to vote on the foregoing resolution at a meeting of the shareholders of the Corporation.

MUNICIPALITY OF JASPER

Per:_____

Per:_____

MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)	STATUS
Jasper Skatepark Committee	March 19, 2024	CAO and Director of Finance & Administration	That Council authorize, in principle, interim financing to the Jasper Skatepark Committee, not to exceed \$150,000, with loan details to be presented to Council following completion of the Skatepark construction.	November 2025	
Parcel CH Access Road & Spruce Avenue Development Tender Award	September 17, 2024	CAO	That Council direct Administration to initiate a Local Improvement Bylaw process to recover the servicing costs the Parcel CH Access Road from benefitting adjacent parcels.	November 2025	
Transit Bus RFP	November 19, 2024	CAO	That Council direct Administration to reissue an RFP in spring of 2025 for the procurement of electric buses and/or any other viable zero emission options.	December 2025	
Jasper Artists Guild Lease	April 22, 2025	CAO	That Committee refer the correspondence from the Jasper Artists Guild to Administration for a report back at a future Committee of the Whole meeting.	November 2025	
2026 Budget	May 20, 2025	CAO and Director of Finance & Administration	That Council direct Administration to incorporate increased non-property tax revenue into the development of the 2026 budget.	November 2025	
Indigenous Relations Framework	July 15, 2025	Director of Community Development	That Committee direct Administration to engage Indigenous Partners and Indigenous residents to develop a strategy based on the framework – and return to a future meeting.	May 2026	
Adoption of Jasper Off-Site Levies Bylaw 2025	August 26, 2025	Director of Urban Design and Standards	That Committee direct Administration to consider the Jasper Off-Site Levy Bylaw in the context of discussions today and return to a	December 2025	

			Committee of the Whole meeting after the 2025 municipal election.		
Financial Tools to Incentivize Housing Development Policy	August 26, 2025	Director of Urban Design and Standards	That Committee direct Administration to revise the draft policy and return to future Committee of the Whole meeting.	September 2025	
Property and Business Tax Policy	August 26, 2025	Director of Finance & Administration	That Committee direct Administration to develop a property and business tax policy and return to a meeting following the 2025 municipal election.	January 2026	
Provincial Rail Master Plan	August 26, 2025	CAO	That Committee direct Administration to facilitate a joint letter by the Mayor, Jasper Park Chamber of Commerce and Tourism Jasper to the Minister of Transportation regarding the provincial rail master plan.	September 2025	
ACFA Letter of Support	September 2, 2025	CAO	That Council direct administration to draft a supporting letter to ACFA to be attached to their funding application.	September 2025	
Astoria Hotel Correspondence	September 2, 2025	CAO	That Council receive the letter from the Astoria Hotel for information and direct Administration and come back with a report for Council's consideration at the next Committee of the Whole meeting.	September 2025	