Municipality of Jasper

Committee of the Whole Meeting Agenda

July 14, 2026 | 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 Rodger to chair meeting

2. Additions to agenda

3. Approval of agenda

3.1 July 14, 2026 Committee of the Whole agenda	attachment

4. June 23, 2026 Committee of the Whole meeting minutes	attachment
4.1 Business arising from minutes	

5. Delegations

6. Correspondence

7. New business

7.1 Jasper Cenotaph Update	attachment
7.2 Unsolicited Donations Policy	attachment
7.3 Audit Services RFP Award	attachment
7.4 Yellowhead Regional Library Municipal Levy Increase	attachment
7.5 Jasper Recovery Coordination Centre Year Two Recovery Report (Revised)	attachment
7.6 Jasper Municipal Housing Corporation Annual Written Shareholder Resolution	attachment

8. Motion Action List	attachment

9. Councillor upcoming meetings

10. Upcoming events

Council Summer Break – No Meetings July 21, July 28
Planning & Development Advisory Committee Training – 10am-12pm, August 4, Quorum Room
First Regular Council Meeting after break – 1:30pm, August 4, Quorum Room
Legislative Committee Meeting – 10:30am, August 18, Quorum Room
Alberta Municipalities Convention – September 23-25, Edmonton Convention Centre
Library & Cultural Centre Anniversary – 6pm-9pm, October 2, Jasper Library & Cultural Centre

11. Adjournment

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

Municipality of Jasper

Committee of the Whole Meeting Minutes

Tuesday, June 23, 2026 | 9:30am

Jasper Library & Cultural Centre, Quorum Room

Virtual viewing and participation	Council attendance is in Council chambers at the Jasper Library & Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing during Council meetings is through both Zoom livestreaming and in-person attendance. Public participation is facilitated through in-person attendance.
Present	Mayor Richard Ireland, Deputy Mayor Kable Kongsrud, Councillors Wendy Hall, Ralph Melnyk, Danny Frechette, and Laurie Rodger
Absent	Councillor Kathleen Waxer
Also present	Bill Given, Chief Administrative Officer Christine Nadon, Director of Protective & Legislative Services Christopher Read, Director of Community Development Courtney Donaldson, Director of Operations & Utilities Doug Olthof, Director of Recovery Erin Toop, Transit Manager Leanne Pelletier, Housing Manager Michael Borland, Town Planner Emma Acorn, Legislative Services Coordinator Jamie Myers & Francois Grenier, Jasper Park Cycling Association Jason Paterson, Ski Marmot Basin Bob Covey, The Jasper Local 12 observers
Call to Order	Deputy Mayor Kongsrud called the June 23, 2026 Committee of the Whole meeting to order at 9:30am.
Additions/ deletions to the agenda	none
Approval of agenda #278/26	MOTION by Councillor Melnyk that Committee approve the agenda for the June 23, 2026 Committee of the Whole meeting as presented. FOR — 6 Councillors; AGAINST — 0 Councillor; CARRIED
Business arising from minutes	none
Delegations – Jasper Park Cycling Association #279/26	Committee received Jamie Myers & Francois Grenier of the Jasper Park Cycling Association as a delegation requesting funding consideration for the next building phase of the Jasper Bike Park located at the west end of the town. MOTION by Councillor Melnyk that Committee receive the presentation for information;

and direct Administration to bring a report back with options for the Jasper Park Cycling Association to a future Committee of the Whole meeting before the end of August 2026.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Delegations – Ski Marmot Basin

Committee received Jason Paterson, President & CEO of Ski Marmot Basin, as a delegation wishing to speak in support of agenda item 7.2 Jasper Transit Business Planning Update.

#280/26

MOTION by Mayor Ireland that Committee receive the presentation from the Ski Marmot Basin delegation for information.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Correspondence

none

Recess

Deputy Mayor Kongsrud called a recess from 10:24am to 10:31am.

Jasper Recovery Coordination Centre Year 2 Progress Report

Director of Recovery Doug Olthof presented the Jasper Recovery Coordination Centre Year 2 Progress Report to Committee for consideration. The report contained information on debris management; interim housing; rebuilding; social recovery; economic recovery; park recovery; recovery funding; and more.

#281/26

MOTION by Councillor Frechette that Committee direct Administration to make amendments to the Jasper Recovery Coordination Centre Year 2 Progress Report for presentation at a future meeting.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Jasper Transit Business Planning Update

Committee received an update on business planning for the Jasper Transit System. Director of Operations & Utilities Courtney Donaldson and Transit Manager Erin Toop reviewed recommendations and alternatives for consideration.

#282/26

MOTION by Mayor Ireland that Committee direct Administration to implement a School Special Service delivery approach, starting the 2026 school year; and

- That Committee direct Administration to incorporate the following expansion options into the 2026 - 2031 Transit business plan and return prior to budget:
    - Summer frequency increase;
    - Year-round townsite service by fixed route;
    - Winter service span increase; and
    - Marmot Basin winter service.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Recess	Deputy Mayor Kongsrud called a recess from 12:24pm to 1:30pm.
Streetscape Design Standards & Guidelines – Project Update	Ms. Donaldson introduced a report to Committee to provide an update on the status of three planning activities (Town Plan, Transportation Master Plan, Streetscaping Design Project) with a focus on the streetscape study, now called the Streetscape Design Standards and Guidelines project. Town Planner Michael Borland was also available online to assist with Committee questions.
#283/26	MOTION by Councillor Hall that Committee receive the report for information.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Encroachment Bylaw (2026)	Committee received a draft bylaw for consideration. Ms. Donaldson reviewed the background and purpose of the proposed bylaw. CAO Bill Given also assisted in answering Committee questions.
#284/26	MOTION by Mayor Ireland that Committee recommend Council give first reading to the Encroachment Bylaw (2026) and direct Administration to return with revisions prior to second reading as discussed at today's Committee of the Whole meeting.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Recess	Deputy Mayor Kongsrud called a recess from 2:20pm to 2:25pm.
Meeting Extension #285/26	MOTION by Councillor Melnyk at 2:25pm that the June 23, 2026 Committee of the Whole meeting be extended beyond four hours.

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Tennis Court Refurbishment Project Sponsorship Program	Committee received a request for decision from the Community Development department regarding a presentation made by the Jasper Racquet Club at last week's Regular Council meeting. Director of Community Development Christopher Read reviewed the associated policy and identified three sponsorship recognition opportunities for consideration.
#286/26	MOTION by Mayor Ireland that Committee recommend Council approve the Tennis Court Refurbishment Project Sponsorship Program as amended: • Strike article 5.1 d; and • Amend article 6.3 by elimination of the words "terminate a sponsorship agreement or".

FOR	AGAINST	
6 Councillors	0 Councillor	CARRIED

Alberta Police Funding Model	Director of Protective & Legislative Services Christine Nadon presented a report to Committee providing details on changes to Alberta's Police Funding Model.
#287/26	MOTION by Councillor Melnyk that Committee authorize the Mayor to write the Minister of Public Safety and Emergency Services requesting that: • The population density modifiers be applied to Jasper's policing costs; and • The Minister use their Ministerial authority to ensure Jasper's policing cost accounts for the municipality's unique circumstances. FOR 6 Councillors — AGAINST 0 Councillor — CARRIED
Records Retention & Disposition Bylaw	Committee received a draft bylaw for consideration regarding records retention and disposal. Ms. Nadon reviewed the legislative requirements for the bylaw and updates to privacy programs in the province.
#288/26	MOTION by Mayor Ireland that Committee recommend Council give first and second reading to the Records Retention & Disposition Bylaw. FOR 6 Councillors — AGAINST 0 Councillor — CARRIED
Affordable Housing Property Tax Grant Program #289/26	Committee received a request for decision from Administration with Housing Manager Leanne Pelltier reviewing the report and Mr. Given assisting with questions. MOTION by Mayor Ireland that Committee recommend Council approve the Affordable Housing Property Tax Program as presented; and direct administration to implement an Affordable Housing Property Tax Grant Program. FOR 6 Councillors — AGAINST 0 Councillor — CARRIED
Arnica Avenue Servicing Cost Recovery Policy #290/26	Mr. Given reviewed a request for decision regarding servicing costs for Arnica Avenue. MOTION by Councillor Rodger that Committee direct Administration to develop an Arnica Avenue Servicing Cost Recovery Policy and return to a future meeting. FOR 6 Councillors — AGAINST 0 Councillor — CARRIED
Motion Action List	Administration reviewed the Motion Action List.
#291/26	MOTION by Councillor Melnyk that Committee approve the updated Motion Action List with the removal of the following items: • 2025 Annual Transit Service Update • Alberta Police Funding Model • Jasper Racquet Club And date changes for:

- Recovery Advisory Committee Terms of Reference
- Royal Canadian Legion Branch #31
- Lot HG (CH) Development
- Unsolicited Donations

FOR	AGAINST	
6 Councillors	0 Councillors	CARRIED

Councillor upcoming meetings

Councillor Melnyk will be in Grande Cache tomorrow for meetings with Community Futures West Yellowhead.

Councillor Frechette will be working with the Communities in Bloom Committee for Stewardship Day tomorrow.

Mayor Ireland will be speaking at the High School Graduation this week as well as attending the 2026 Annual Meeting of Provincial and Territorial Ministers Responsible for Local Government this evening.

Mayor Ireland will be meeting with the President of the Federation of Canadian Municipalities tomorrow.

Mayor Ireland and Councillor Rodger both plan on attending a meeting this Friday, along with other Council members, with ATCO to discuss the rebuild of their facility.

Councillor Rodger will be at a meeting of the Jasper Municipal Housing Corporation on July 9th.

Council will be serving the community and visitors a pancake breakfast for Canada Day at Commemoration Park on July 1st.

Upcoming Events

Council reviewed a list of upcoming events.

Adjournment #292/26

MOTION by Councillor Hall that, there being no further business, the Committee of the Whole meeting of June 23, 2026 be adjourned at 3:39pm.

FOR	AGAINST	
6 Councillors	0 Councillors	CARRIED

AGENDA ITEM 7.1

REQUEST FOR DECISION

Subject:	Jasper Cenotaph Update
From:	Bill Given, Chief Administrative Officer
Prepared by:	Christopher Read, Director of Community Development
Reviewed by:	Courtney Donaldson, Director of Operations & Utilities
	Beth Sanders RPP, Director of Urban Design & Standards
	Angella Franklin, Recreation Facilities Manager
Date:	July 14, 2026

Recommendation:

- That Committee receive the report for information, and direct Administration to continue to support the Legion with the Jasper Cenotaph Project.

Alternatives:

- Committee direct Administration to undertake additional work related to the Jasper Cenotaph project.
- Committee provide alternate direction to Administration.

Background:

- At the 2026 budget deliberations Council received a request from the Royal Canadian Legion Branch 31 for $250,000 in funding to support improvements to the Jasper Cenotaph.
- Council added "Cenotaph Replacement Project" as an unfunded item in the amount of $240,000 in the 2027 year and directed Administration to work with the Royal Canadian Legion Branch 31 to develop a way forward regarding the Jasper Cenotaph and return to a future Committee meeting with recommendations.

Discussion:

Administration has completed the initial work requested by Council and has established a collaborative process with the Royal Canadian Legion Branch 31 to support further development of the Jasper Cenotaph Project. This work has focused on clarifying the condition of the existing cenotaph, the information required to advance a potential improvement project, and the next steps required before the project can be considered for implementation.

While the existing cenotaph is showing signs of wear and would benefit from improvements, Administration does not understand the structure to be at risk of imminent failure or to present an immediate risk to public safety. As a result, the project is best understood as a planned improvement to an important community space, rather than an urgent replacement or emergency repair.

At this stage, the project is not ready for a municipal funding or implementation decision. Additional information is required to define the project scope, confirm technical requirements, and understand the total project cost. Developing concept drawings and obtaining quotations will allow the Legion to prepare a project proposal with sufficient information for future consideration by Committee and Council.

Administration has also clarified that the Jasper Cenotaph may be eligible for federal funding intended to support community cenotaphs and memorials. There had been a perception that the project would not qualify for Veterans Affairs Canada funding; however, Administration understands that the Legion may apply for federal funding for eligible cenotaph-related improvements. Other funding options may include provincial grant programs, Legion or Poppy Fund contributions, community fundraising, and corporate sponsorship. A funding approach that includes non-municipal sources would reduce reliance on municipal funding and provide Council with more complete information if a future municipal contribution is requested.

Administration will continue to support the Legion by providing advice and technical input. If the project advances to a stage where municipal funding, staff labour, project management, use of municipal assets, or implementation support is requested, the Municipality's role will need to be defined in accordance with applicable policy and brought forward for Council consideration.

The recommended approach allows the Legion to continue developing the project while Administration provides support within existing resources. This approach does not commit municipal funding or staff resources beyond current capacity, and it allows future decisions to be based on a defined scope, estimated costs, funding opportunities, and identified municipal responsibilities.

Committee could direct Administration to undertake additional work at this time. This alternative may advance the project more quickly, but no specific additional municipal work has been identified that is required before the Legion completes the next stage of project planning. Committee could also provide alternate direction, including direction related to municipal funding or implementation; however, that approach would require more complete project information before Administration could provide a clear recommendation.

For these reasons, Administration recommends that Committee receive the report for information and direct Administration to continue supporting the Legion with the Jasper Cenotaph Project within existing capacity.

Strategic Relevance:

- Leverage recreational and cultural opportunities and spaces to increase community connection.
- Invest in practices and processes which support high quality decision making.
- Nurture relationships that advance the community's interests.

Inclusion Considerations:

The Jasper Cenotaph is an important community space that recognizes military service and sacrifice. Supporting the Royal Canadian Legion in developing a well-planned, accessible project helps ensure the space continues to serve residents, veterans, and visitors.

Relevant Legislation:

- Policy F-104 – Relationships with External Groups

Financial:

Any future request for municipal funding or in-kind support will be presented to Council through future budget submissions.

Attachments:

- None

AGENDA ITEM 7.2

REQUEST FOR DECISION

Subject: Unsolicited Donations Policy

From: Bill Given, Chief Administrative Officer

Prepared by: Emily Dawson, Finance Manager

Reviewed by: Natasha Malenchak, Director of Finance & Administration

Date: July 14, 2026

Recommendation:

That Committee recommend Council approve the Unsolicited Donations Policy as presented.

Alternatives:

- That Committee direct administration to revise the Policy and return to a future meeting.
- That Committee amend the Policy and recommend Council approve the amended policy.
- That Committee receive the report for information and take no further action.

Background:

- March 24, 2026, Administration brought forward the total unsolicited donations received in 2025, and Committee recommended Council provide these funds to the Jasper Community Society's Caring Community Fund and;
- Committee referred the issue of the allocation of any future unsolicited donations to a future Committee of the Whole meeting.

Discussion:

Municipalities may receive unsolicited financial donations from individuals, organizations, businesses, governments, or other entities. Without a policy, unrestricted donations are addressed on a case-by-case basis, which can create uncertainty about how the funds should be allocated.

Administration recommends approval of the Unsolicited Donations Policy to provide a consistent process for accepting and allocating unrestricted financial donations. The proposed policy directs these donations to the Municipal Financial Stabilization Reserve, where they can be managed through the existing reserve framework while preserving Council's authority over the use of the funds.

Committee could direct Administration to revise the policy and return to a future meeting if additional provisions are required. Committee could also amend the policy before recommending approval to Council. Receiving the report for information would maintain the current case-by-case approach and would not establish standing direction for future unsolicited donations.

Approving the policy would provide clear direction to Administration, improve transparency for donors and the public, and support consistent financial management of unsolicited donations.

Strategic Relevance:

- Invest in practices and processes which support high quality decision making.
- Advance interests of strategic importance to secure policy and funding outcomes.
- Align fiscal capacity to sustain priority services.
- Clearly and simply communicate the facts around our finances.

Inclusion Considerations:

The proposed policy promotes transparency, consistency, and accountability in the management of unsolicited donations received by the municipality. By directing such funds to a Stabilization Reserve, the policy ensures contributions are managed equitably and used to support the long-term financial resilience of the municipality for the benefit of all residents and stakeholders.

Relevant Legislation:

- A-101 Policy Development and Review
- B-112 Reserves Policy

Financial:

This policy would only apply to donations received after adoption of the policy by Council. At that point all future unsolicited donations would be directed to the Financial Stabilization Reserve.

Council will retain ultimate authority over the prioritization and allocation of these funds should they be required.

Attachments:

- Draft – Unsolicited Donations Policy

Policy Title: **Unsolicited Financial Donations**

Policy # **B-128**

Date adopted by Council: XXXX, 2026

1. POLICY STATEMENT

The Municipality of Jasper will allocate Unsolicited Financial Donations to the Municipal Financial Stabilization Reserve.

2. SCOPE

This policy applies to all unsolicited financial donations received by the Municipality, including: cash donations, cheques, electronic funds transfers, online donations; and/or other financial contributions voluntarily provided without solicitation by the Municipality.

This policy does not apply to: grants, sponsorship agreements, fundraising campaigns authorized by Council; or donations of goods, services, or assets.

3. STANDARDS

3.1. Acceptance of Donations

The Municipality of Jasper may accept unsolicited financial donations from individuals, organizations, businesses, governments, or other entities, subject to applicable legislation and municipal policies. Donations that contain conditions, restrictions, or obligations may be reviewed by Administration and referred to Council for consideration.

3.2. Allocation of Funds

All unsolicited donations received without restrictions or conditions shall be deposited into the Municipal Financial Stabilization Reserve.

3.3. Use of Funds

The Stabilization Reserve shall be managed in accordance with the Municipality's Reserve Policy and applicable legislation. Council retains the ultimate authority over the use of the Financial Stabilization Reserve.

RESPONSIBILITIES

Council: Review and approve any revisions to this Policy.

CAO: Review and approve any procedures related to this Policy.

Directors and Managers: Carry out the Policy based on established procedures.

4. DEFINITIONS

“Unsolicited Financial Donation” means money voluntarily given to the Municipality without being requested through a fundraising campaign, sponsorship program, grant application, or other formal solicitation process.

AGENDA ITEM 7.3

REQUEST FOR DECISION

Subject: Audit Services RFP Award

From: Bill Given, Chief Administrative Officer

Prepared by: Natasha Malenchak, Director of Finance and Administration

Reviewed by: Emily Dawson, Finance Manager

Date: July 14, 2026

Recommendation:

That Committee recommend Council approve the award of the 5-year Audit Services agreement to MNP for the term of August 1, 2026 to July 31, 2031.

Alternatives:

- That Committee recommend Council enter into an agreement for Audit services with MNP for a different term.
- That Committee recommend Council enter into an agreement for Audit Services with another bidder.

Background:

- Municipal Government Act requires council to appoint one or more auditors for the Municipality.
- The municipality last ran a competitive process for audit services in 2011 when Metrix Group LLP appointed.
- An RFP for Audit services was posted to Alberta Purchasing Connection on February 26th, 2026, with a closing date of March 20th, 2026.

Discussion:

The Municipality requires external audit services to meet its statutory financial reporting obligations and to provide Council with independent assurance on the Municipality's annual financial statements. Undertaking regular market evaluations is good practice to ensure the Municipality continues to receive good value for dollars and appropriate service.

Administration acknowledges the quality and continuity of service provided by Metrix over that period. However, the current procurement process provided an opportunity to assess the market, compare available service approaches, and consider whether continued use of the incumbent firm provides the best overall value for the next audit term.

Administration posted an Audit Services Request for Proposals "RFP" through the Alberta Purchasing Connection in February 26th of this year.

The RFP requested a full range of annual audit services, including examination of accounting records and systems, review of internal controls, preparation and presentation of audit findings, preparation of the annual financial statements and Financial Information Return, reporting related to the Local Authorities Pension Plan, corporate income tax filing, advice on municipal accounting matters, and updates on audit developments that may affect municipal operations. The RFP also added a requirement for the successful proponent to prepare and present an information session to Council on how to read financial statements.

Four valid proposals were received and evaluated by three members of Administration.

Each reviewer scored the proposals independently using the evaluation categories established in the RFP: related experience, service plan, budget, and references.

The final score for each proponent reflects the average of the reviewers' scores. All four proponents were considered capable of providing the requested services.

PROPONENT	SCORE	%
Metrix	170	85%
MNP	169	85%
Fletcher Mudryk	161	81%
Acumen	142	71%

MNP's proposal met the Municipality's requirements and received an evaluation score that was substantially comparable to the highest-scoring proposal. MNP received a final score of 169 out of 200, while the highest-scoring proposal received 170 out of 200. This one-point difference represents 0.5 per cent of the total available score, and both proposals rounded to an overall score of 85 per cent. Administration considers the two highest-scoring proposals to be substantially comparable based on the evaluation results.

Administration is recommending MNP because its proposal provides strong overall value for the next audit term and creates an opportunity for the Municipality to benefit from a new audit perspective.

MNP demonstrated the ability to provide the required audit services, received a comparable evaluation score, and submitted a slightly lower overall cost than the incumbent auditor. MNP's proposal would save the municipality $36,605 over the five-year term. Awarding the agreement to MNP would maintain access to qualified external audit services while reducing the cost of the service over the term of the agreement. The lower cost is not the sole basis for the recommendation, but it is a relevant factor where the two highest-scoring proposals were nearly equal.

Appointing MNP also provides the Municipality with a new audit perspective. The Municipality has received audit services from the same external auditor since 2011, and a change in audit firm provides an opportunity to benefit from different review practices, municipal experience, and observations on financial reporting, internal controls, and administrative processes. External auditors are required to maintain professional independence regardless of tenure; however, a new firm may identify opportunities for improvement that have not previously been identified through the existing audit relationship.

The alternatives of selecting a different term or another bidder remain available to Council; however, Administration considers the proposed award to MNP for a five-year term to provide the best balance of qualified service, value, continuity, and independent review.

For these reasons, Administration recommends awarding the five-year Audit Services agreement to MNP. The recommendation reflects the results of the competitive process, MNP's ability to meet the RFP requirements, its comparable evaluation score, its lower overall cost, and the opportunity for a new audit perspective.

Strategic Plan Relevance:

- Invest in practices and processes which support high quality decision making.

Relevant Legislation:

- *Municipal Government Act* - Section 280

Financial:

The contract cost is in line with expected costs and is included in the annual budget.

AGENDA ITEM 7.4

REQUEST FOR DECISION

Subject: Yellowhead Regional Library Municipal Levy Increase

From: Bill Given, Chief Administrative Officer

Reviewed by: Lisa Daniel, Executive Advisor

Date: July 14, 2026

Recommendation:

That Committee recommend Council approve the proposed increase to the Yellowhead Regional Library municipal levy and direct Administration to schedule a special Council meeting before the summer break to formalize the approval.

Alternatives:

- That Committee recommend Council approve the proposed increase to the Yellowhead Regional Library municipal levy and direct administration to advise Yellowhead Regional Library that formal approval will be considered by council on August 4, 2026.
- That Committee recommend Council oppose the proposed increase.
- That Committee receive the report for information and consider the request during the 2027 budget deliberations.

Background:

- Yellowhead Regional Library provides regional library services to 54 municipalities and three school divisions through 44 public libraries and 42 school libraries.
- At the 2025 Organizational Meeting, Council appointed Councillor Hall as Jasper's representative on the Yellowhead Regional Library Board.
- At its March 9, 2026 meeting, the Yellowhead Regional Library Board of Trustees voted to recommend that member municipalities approve an increase to the municipal levy from $4.85 to $5.60 per capita, effective January 1, 2027.

Discussion:

Yellowhead Regional Library (YRL) describes the proposed levy increase as a realignment of the funding required to provide existing services under the Master Membership Agreement rather than funding for a new program or service. YRL reports that approximately 18 per cent of its provincial operating grant, or about $300,000 annually, is being used to support core services that are intended to be funded through municipal contributions. YRL states that the use of provincial funding and operating reserves for this purpose is not sustainable.

The proposed increase would raise the levy by $0.75 per capita. YRL indicates that the adjustment would support continued delivery of existing collection, technology, training, delivery, governance and advisory services. It would also reduce reliance on provincial funding for municipal service obligations and support movement toward balanced operations.

YRL has identified several cost pressures, including wages, benefits, utilities, insurance, print and digital materials, fuel and cybersecurity requirements. YRL also reports that it has reduced professional development spending, adjusted staffing practices, restructured its annual conference, reduced governance costs, negotiated consortium purchasing arrangements and automated processes. The organization states that these measures have reduced costs but are no longer sufficient to address the funding gap.

Approval would increase Jasper's annual contribution by $3,553.50 based on the population figure supplied by YRL.

Supporting the increase would contribute to maintaining regional services used by Jasper's library and residents. It would also provide YRL with an indication of Jasper's position while YRL continues to determine whether the population threshold required by the Master Membership Agreement has been achieved.

YRL has requested written notice of municipal decisions by July 30, 2026.

A Committee recommendation alone would not provide the Council resolution contemplated by YRL's approval process. Municipality of Jasper Procedure Bylaw #190 permits special meetings of Council to be called as required. For a special meeting, notice must be provided to Council and the public at least 24 hours in advance, posted on the municipal website, and identify the time, date, location and matter to be considered. As the YRL levy increase would be the sole item of business, arranging the meeting would be a limited administrative task and would allow Council to formalize its decision before the summer break.

Council could instead advise YRL that formal approval will be considered at the August 4, 2026 Regular Council meeting. This would avoid scheduling an additional meeting and would communicate Council's intended direction. However, the formal resolution would occur after YRL's requested July 30 deadline and may not assist YRL in confirming whether the population threshold has been met before that date.

Opposing the proposed levy increase would register the Municipality's opposition to the amendment. However, if the amendment is approved by the required double majority of member municipalities, the increased levy would apply to all members, including Jasper. YRL has advised that failure to secure the increase would require consideration of service reductions, including reductions to materials, electronic resources, staffing, technology support and program resources. Receiving the report for information and deferring consideration to the 2027 budget process would allow the request to be reviewed with other municipal budget pressures, but would not provide YRL with a decision within its requested timeframe.

Administration recommends that Committee support the levy increase and direct administration to schedule a special Council meeting before the summer break. This approach follows YRL's requested approval process, allows Jasper's decision to be counted toward the outstanding population threshold, and can be completed through a short meeting convened in accordance with the Procedure Bylaw

Strategic Relevance:

- Nurture relationships that advance the community's interests.

Inclusion Considerations:

YRL provides digital, multilingual, large-print and accessible resources to residents who may face barriers related to income, disability, language, mobility or access to technology. Maintaining regional services supports continued access to educational, cultural and informational resources for a range of community members.

Relevant Legislation:

- Yellowhead Regional Library Master Membership Agreement
- Municipality of Jasper Procedure Bylaw #190

Financial:

The Municipality of Jasper's 2026 YRL levy is $22,979.30. Based on YRL's proposed rate of $5.60 per capita and a population of 4,738, the 2027 levy would be $26,532.80.

The increase would result in an additional operating expense of $3,553.50 in 2027.

Attachments:

- Yellowhead Regional Library Levy Increase Letter and Sample Notifications, April 1, 2026.
- Yellowhead Regional Library Business Case for Proposed Increase to Municipal Levy, April 1, 2026.
- Yellowhead Regional Library 2026 Actual and 2027 Proposed Municipal Levies, April 1, 2026.

Yellowhead Regional Library

Alberta LIVING WAGE Employer

April 1, 2026

Dear Municipal Administrators,

Thank you for being a member of the Yellowhead Regional Library (YRL). This consortium delivers resources, training and support to local libraries, leverages our collective buying power, and helps ensure equitable access to materials in a range of formats.

We greatly value the collaboration we have with you, and together we can grow stronger in our services to residents in our region.

From time to time, adjustments are needed to the municipal levy amount (also known as the membership fee) to sustain our operations, and to meet growing public demand for services. YRL last sought, and received, an increase to the municipal levy amount in 2008. And, while we have been able to manage with modest inflationary increases over the past six years, it is no longer sustainable.

At the YRL Board of Trustees meeting on March 9, 2026, the Board voted to recommend an increase to the municipal levy to the members.

The proposal calls for the municipal levy to increase by $0.75 per capita in 2027, from $4.85 to $5.60 per capita.

Member Councils will decide if this increase goes ahead. To pass, it requires written notification from two-thirds of the Parties to the YRL Master Membership Agreement, representing two-thirds of the member population. If the double-majority is achieved, then the levy rate increase will apply to all member municipalities.

To support this request, the following information is attached:

- *The Case for Investment – Enabling Sustainable YRL Funding* summarizes the need for the increase
- *Business Case for Proposed Increase to Municipal Levy* fully explains the rationale for the increase
- *2026 Actual and 2027 Proposed Municipal Levies* outlining the current and proposed levy rates, and the difference between the two
- *2025 YRL Annual Report*
- *2025 Return on Investment (ROI) Statement* for your library(s) (if applicable)

Libraries VALUE BEYOND words

Members are asked to notify YRL **by July 30, 2026**, of their decision, by providing a written copy of the resolution (sample notifications below); YRL will tabulate the results and provide written notice back to the municipal members on the outcome.

YRL Board representatives and Administration are available to meet with CAOs and Councils to answer any questions; please contact Laurie Haak at lhaak@yrl.ab.ca to arrange a meeting or presentation.

Thank you for your time and attention to this matter.

Yours truly,

Tara Elwood, Board Chair
Yellowhead Regional Library

Karla Palichuk, Director
Yellowhead Regional Library

SAMPLE NOTIFICATION IN FAVOUR

Be it resolved, that in accordance with resolution #__________, passed on [Date], the [City, County, Town, Village, Summer Village] of ______________________________ agrees to an amendment to Schedule C of the Yellowhead Regional Library Master Membership Agreement to allow for a municipal levy increase from $4.85 per capita to $5.60 per capita, effective January 1, 2027.

Date: __________

Mayor Name: ____________________

Mayor Signature: ____________________

SAMPLE NOTIFICATION OPPOSED

Be it resolved, that in accordance with resolution #__________, passed on [Date], the [City, County, Town, Village, Summer Village] of ______________________________ opposes an amendment to Schedule C of the Yellowhead Regional Library Master Membership Agreement to allow for a municipal levy increase from $4.85 per capita to $5.60 per capita, effective January 1, 2027.

Date: ____________________

Mayor Name: ____________________

Mayor Signature: ____________________

Current Service Delivery

YRL delivers comprehensive services across 54 municipalities and three school divisions, serving approximately 301,000 residents through 44 public libraries and 42 school libraries. The services offered represent a significant investment by member municipalities and school divisions and deliver measurable and meaningful community impact. The core services are defined by Clause 9 of the MMA.

Core Services and Community Impact

Collection Services

YRL provides: A shared collection of 1,852 physical items including professional development materials and 134 kits. A shared collection of 83,149 digital items including eBooks, eAudio, video, comics, magazines, newspapers and 25 additional specialized databases with materials such as employment resources, study skills, grant databases and consumer information.

YRL provides: A per-capital book allotment for each library and school division and this amount comes from the levy to YRL. For library boards without library locations, YRL receives a rural services grant from Municipal Affairs Public Libraries Services Branch. The respective boards allocate funds from this grant to the library locations used by their residents. YRL transfers 100% of the funding to the designated library. Note: other regions do hold back a portion of the rural services grant.

Why YRL offers this: Access to information and recreational reading is fundamental to an informed, literate community. Shared collections provide economies of scale that individual municipalities could not achieve independently.

Why YRL offers this: Provision of a book allotment from the municipal levy paid to YRL is part of the MMA. This amount supports the provision of new material coming into communities and provides additional supports to local boards and their budgets. The amount of the book allotment is not in the MMA.

Related activities

- Selection and acquisition of materials based on community need.
- Cataloging and processing of 47,047 of added items annually (2025).
- Interlibrary loan services facilitating 4,988 items moved between YRL and locations outside of TRAC.
- Collection maintenance including weeding and inventory management.
- Delivery service traveling 166,250 kilometres per year to member libraries weekly to ensure materials reach communities in a timely manner.
- Working with vendors to negotiate pricing on materials and other services, with standard discounts on brand new popular fiction of 40% off list prices.

Digital Resources and Technology Access

YRL provides: 24/7 access to 27 databases, eBooks, audiobooks, streaming media, online learning platforms, and research tools. Public access computers and WiFi at all locations. YRL also provides and supports the websites for public library locations, network and file infrastructure and management services, and cybersecurity.

Why YRL offers this: Digital equity is essential in modern society. Many residents lack high-speed Internet access at home or updated devices. This can create barriers to employment, education, healthcare and accessing government services.

Why YRL offers this: Many libraries do not have access to consistent, dedicated, affordable technical services support, or the staff to monitor and manage the services.

Why YRL offers this: The provision of the online catalogue for residents to find resources is in the MMA.

Related activities

- Licensing and maintaining core business applications, including but not limited to Microsoft Office and websites.

- Tools to educate library staff on cybersecurity.
- Supporting 245 staff machines in libraries.
- Supporting 268 public access computers.
- Technical support for 2,816 assistance requests annually.
- Hot swap of equipment.
- Upgrades to network infrastructure.
- Digital literacy training and one-on-one technical help.
- Website platform, development and maintenance serving 562,255 annual sessions.
- Online catalogue access serving 2,139,316 annual visits.
- WiFi infrastructure supporting 1,220,914 connections annually.

Annual impact: 500,261 digital resource uses, more than 100,000 computer sessions, 1.2 million WiFi sessions, and 112 library staff trained in digital skills.

Children's and Family Services

YRL provides: Regional support for children's services including staff training, issues support, early literacy resources, summer reading program coordination, and specialized expertise to help member libraries deliver quality children's programming and services.

YRL provides: Support for library staff when supporting parents and families in selecting material for home use.

Why YRL offers this: Early literacy is a strong predictor of school success. Regional coordination and expertise help all member libraries, regardless of size, offer evidence-based early literacy programs and developmentally appropriate collections to meet the needs of their individual communities.

Why YRL offers this: Support for programming and collection development is in the MMA.

Related activities

- Training and professional development for library staff.
- Coordination of national summer reading program.
- Early literacy resource distribution.
- Development and maintenance of storytime and other programming kits.
- Consultation support on collection development, programs and policies.
- Support for 30 on-reserve/on-settlement programs or initiatives facilitated by member libraries.
- Specialized expertise in child development and literacy best practices.
- Evaluation and assessment tools for children's services, including Young Reader's Choice Awards, collection assessments and purchase recommendations supporting programs and community need.

Annual impact: Member libraries collectively used 45 kits curated for early literacy support in their programs.

Adult and Teen Programming

YRL provides: YRL provides support infrastructure, training, resources and expertise to enable member libraries to offer quality programming. Member libraries develop and deliver programming based on their individual community needs. YRL does not provide direct public programming.

Why YRL offers this: Regional support allows member libraries to access resources and supports most could not afford individually. The regional system provides resources that may be of interest to a library and community but may not be able to justify the expenditure. YRL provides kits, infrastructure, training, resources and expertise to enable member libraries to offer innovative and quality programming.

Related activities

- Training and professional development for library staff on program development and delivery.
- Access to programming resources and materials.
- Consultation and expertise on program design and community engagement.
- Support for program promotion and registration (website).

- Evaluation tools and best practices sharing across member libraries.

Annual impact: YRL launched Brainfuse in 2025 which supports adults and teens with live tutoring and job seekers with live interview preparation. This resource supported over 3,000 visits in the first three months of usage in 2025.

Information and Reference Services

YRL provides: Research assistance, readers' advisory, community information and data, statistical analysis and specialized support. Policy and procedure review and development. Support for boards on governance issues.

Why YRL offers this: YRL consultants and staff help library managers and boards navigate complex needs from readers' advisory to community data, governance and policy impacts. YRL licenses specialized statistical resources out of reach of most library boards.

Related activities

- Learn with Novelist (2025) provides 42 courses to support readers' advisory skill development.
- Provide in-depth support for community development and statistical interpretation through Environics.
- Support for library staff learning through Niche Academy and LinkedIn Learning, including the Librarian's Guide to Homelessness Academy.

Annual impact: 113 library staff trained in readers' advisory, over 10 libraries supported with plan of service development in the past three years, supporting informed, balanced decision-making across communities.

Social and Cultural Supports

YRL provides: Regional support for communities on a local interest level supporting the recreational and cultural needs of communities. This includes virtual reality kits; learning and making kits; kits supporting Indigenous ways of knowing including Métis cultural kits; smudging kits, including resources needed when working with Elders and Knowledge Keepers.

YRL provides: Supports to library staff to manage increasingly demanding customer interactions.

Why YRL offers this: The mission of YRL includes the requirement to support the informational, educational, recreational, and cultural needs of the communities we serve.

Why YRL offers this: YRL is positioned to obtain recommendation for training, programs and resources to support member libraries in addressing social issues including negative customer interactions, policy changes and critical incident debriefing activities.

Related activities

- Launch of Patron Incident Tracking System (PITS) in 2025 to support safety and security in member public libraries.
- Training and professional development for library staff, training more than 400 staff annually.
- Critical incident debriefing and crucial conversations facilitation for libraries after impactful events (covid, climate disaster, organizational change).
- Coordination of national summer reading program that promotes inclusion and accessibility.
- Development and maintenance of storytime and other programming kits, including 12 Indigenous kits developed over the last three years and World Language kits with resources covering eight languages.
- Consultation support on collection development, programs, and policies.

Annual impact: Member libraries offer inclusive, accessible programming supported by YRL programming kits and access to the TD Summer Reading Club to support patrons with print disabilities, newcomers and offer cultural learning as a commitment to Truth and Reconciliation in their communities.

Outreach and Accessibility Services

YRL provides: Large print, audio and video collections. Membership in consortia extends access to specialized services to those experiencing a print disability. Resources in multiple languages; programming support for seniors and special populations. Participation in pilot and research projects.

Why YRL offers this: Libraries serve all residents, including those facing barriers due to mobility, language, literacy, or other challenges.

YRL provides: Coordinated communication when programs and services impacting libraries and communities change, when services are offered at the provincial level. Most recently, changes to the Residential Tenancy Dispute Resolution Service process.

YRL provides: Presence and representation on projects with the potential to benefit YRL libraries. Recent projects include the development of supports for newcomers in rural areas (Rural Development) and supports for digital literacy training for senior populations (Simon Fraser University).

Why YRL offers this: In positioning YRL with projects that could have broad, rural impact, member library staff have opportunities to inform and influence the development of programs and services.

Related activities

- Participation in pilot and research projects (senior digital literacy, supports for newcomers in rural areas).
- Access to special collections through Centre for Equitable Library Access (CELA) and National Network for Equitable Library Service (NNELS).
- Multilingual materials in eight languages.

Annual impact: Statement from Stony Plain Public Library (SPPL) regarding The Happiness Programme: “Remarkably, this resident, who typically remains in their room and avoids activities, actively engaged with the programme. I wanted to share this wonderful story with you all and express my sincere gratitude for your unwavering support of this initiative. Your contributions have enabled SPPL to make a meaningful impact in the community.”

Facilities and Infrastructure

YRL provides: The board is responsible for YRL facilities. YRL does not own or operate public libraries; municipal library boards are responsible for operation and maintenance of their own facilities. YRL provides technology infrastructure, systems support and expertise to support library boards in maintaining modern and efficient library spaces.

Why YRL offers this: Centralized technology infrastructure and shared expertise create efficiencies and consistency across member libraries while allowing library boards to focus on local facilities management.

Why YRL offers this: Provision of centralized IT support is in the MMA.

Related activities

- Technology infrastructure and support for 44 public library locations and 513 computer workstations for staff and the public.
- Integrated library system maintenance and support.
- Technical consultation on facility technology needs.
- Coordination of system-wide technology standards.
- Support for accessibility and technology compliance.
- Assistance with space planning and technology integration.

Annual impact: 44 public library facilities supported with technology infrastructure and expertise. 76 visits annually to member libraries. More than $300,000 cost avoidance to member library boards to connect to the Provincial SuperNet.

Operational Excellence

Behind the public-facing services, significant operational activities ensure quality and efficiency:

- Financial management and reporting to 54 municipalities.
- Human resources supporting 22.5 full-time equivalent (FTE) staff.

- Information technology infrastructure supporting 534 staff users.
- Strategic planning and policy development.
- Governance support for the board.
- Advocacy and community engagement.
- Performance measurement and continuous improvement.
- Compliance with legislation and professional standards.

Current Situation

Funding Model Overview

YRL operates with the following funding model:

- Municipal allocation: Member municipalities provide per-capita funding based on population and at a rate agreed upon as part of the budget process, not to exceed the cost of inflation or the highest rate charged (2.5%) whichever is lower. Under the MMA, the municipal levy is intended to cover the cost of delivering the services as outlined in Clause 9.
- Provincial grant: The province provides a slightly higher per capita rate than the municipal allocation; however, not at current population levels. Provincial funding is intended to support resource sharing activities, innovation, province-wide initiatives, and strategic activities beyond the services as outlined in Clause 9.
- Other revenue: There is limited additional revenue available to YRL.

Historical Rate Context

Understanding the history of YRL's per capita rate structure is essential to evaluating the current request for adjustment. Major rate decision points are outlined below.

Year	Per Capita Rate	Change From Previous	Cumulative Inflation Rate From 1971	Real Value (Adjusted to 2026)
1971	$1.00	Base year	–	$7.92
2008	$4.30	$3.30	350%	$6.23
2020	$4.38	$0.38	555%	$5.29
2027 Proposed	$5.60	$1.22	727%	$5.60

YRL was established in 1971 with an initial municipal levy rate of $1.00 per capita. This rate was designed to provide baseline services and included book allotment for member libraries.

Time of Troubles: A levy increase of over $1 per capita started a discussion around YRL programs and services, along with debates about the value of YRL membership. Once an agreement was reached, and a new MMA established, the board froze the levy rate at $4.30 per capita. This freeze was in spite of inflationary and operational pressures. Staff layoffs and service reductions were put into place. The YRL Board requested during this time that the capital and general reserves be increased. The levy rate was frozen until 2020.

In 2019, the board approved the resumption of modest annual adjustments starting in 2020. These averaged 2% per year; however, in response to the covid pandemic and recognizing the financial strain on municipalities, the levy rate was frozen for one year. The levy rate increase resumed in 2022, and has not kept pace with post-pandemic inflation, or addressed the accumulated deficits from the 2008-2019 freeze.

Critical Funding Gap

Due to the extended rate freeze and insufficient rate adjustments since 2019, a structural funding gap has developed.

- Currently, approximately 18% of provincial operating grant funding is diverted to subsidize the core services that should be funded through the municipal allocation.

- This means that provincial funds intended to support resource sharing, service enhancement, innovation, and strategic initiatives are used to maintain basic contractual service obligations.
- YRL is, in effect, cross-subsidizing municipal obligations with provincial funds intended for other purposes.

Implications of This Subsidy

For YRL

- Approximately $300,000 annually diverted from regional system development to subsidize municipal service obligations.
- Reduced capacity to invest in digital services.
- Limited ability to support member libraries with training, expertise and provincial initiatives.
- Delayed implementation of system-wide improvements and modernization projects.
- Vulnerability if provincial funding formulas change.
- Inability to fully leverage provincial partnership opportunities.
- Cannot continue with deficit operations. The responsible drawdown of excess reserves has eliminated the buffer that previously masked this problem.

For Member Municipalities

- Receiving contractually obligated services at below actual costs.
- Creating unsustainable dependency on provincial funds for core operations.
- Benefiting from reserve depletion which cannot continue.
- Risk of service disruption when reserves can no longer subsidize operations.
- Misalignment between MMA obligations and actual municipal contribution.

For the Province

- Creates accountability concerns around fund use and reporting.
- Advocacy discussions with the province regarding increase in operational funding becomes delicate.

For Regional System Development

- Delays in implementing shared technology or other shared initiatives.
- Postponed investments in staff training.
- Deferred initiatives that would benefit all member libraries.
- Slower rollout of support and infrastructure.
- Reduced capacity to provide expertise and support.

The $0.75 Increase in This Context

The discussion in 2025 was for a levy increase of $0.85 per capita. This request has been adjusted down to recognize the 2% increase for 2026 of approximately $0.10 per capita.

The proposed increase is designed to:

1. Create a step towards restoring proper funding alignment. Ensures municipal allocation fully cover the services municipalities wanted to receive under the MMA.
2. Realign provincial funds for intended purposes. Allow provincial grant to support YRL development, technology, staff and strategic initiatives.
3. Strengthen provincial partnerships: Demonstrates municipal commitment and proper stewardship of provincial funds.
4. Ensure fiscal sustainability: Create a stable funding model that does not rely on cross-subsidization or deficit budgets.
5. Reduce and work towards elimination of deficit operation: YRL cannot continue to run deficits now that reserves have been responsibly right-sized.

What This Means for Municipalities

The proposed increase represents the cost of services municipalities are already receiving under the MMA. This is not a request to fund enhanced services or new programs. This is a correction to align municipal contributions with actual service delivery costs as contractually committed.

Realignment of the funding would prevent service reductions in the short and medium term. Long term, with continued predictable, consistent levy increases, YRL could address the following service priorities:

Enhanced Materials Funding

- Increase the per capita book allotment to member libraries by $0.25 per capita, allowing them to:
    - Expand collections to meet growing community demand.
    - Acquire additional high demand print titles.
    - Develop special collections to respond to local interest.
    - Keep pace with rising book and media costs.

Expand eResource Content

- Review and enhance the digital resources available, working with partner libraries to ensure the best use of funds to support reasonable access.

Technology Infrastructure

- Accelerate region-wide technology upgrades currently delayed due to funding constraints.
- Participate in innovative process to issue and maintain provincial library access.
- Invest in digital infrastructure supporting new technologies.
- Upgrade YRL infrastructure.

Capacity

- Expand staff training and professional development.
- Improve shared service platforms to create efficiencies.

Currently, these are either proceeding at a slower place, have workarounds or have been deferred entirely because provincial funds are used to cover the municipal allocation gap.

Why Further Adjustment is Required

While the 2% annual increases, when implemented have been essential to preventing complete collapse, they have not fully addressed the accumulated deficit from the 11-year freeze. Cost pressures include:

- Cumulative inflation based on Statistics Canada's Consumer Price Index of 21.1-22% between 2019 and late 2025. This results in cost increases that exceed the 2% annual levy rate adjustments when they were applied.
- Wage increases of 53% (Note: YRL is in competition with some of the highest-paying libraries in Alberta for trained staff at all levels).
- Utility cost increases of 14.2%.
- Benefits cost increases by 30%, even with service reductions and elimination.
- Insurance premium increases of 54%.
- Material costs for books have increased approximately 14% on hardcovers and 16% on paperbacks.
- Digital licensing costs increases of 10%, even with collection reductions.
- Population growth of 3% across municipalities requiring expanded services and increasing licensing costs for the higher population and to meet rising demand.
- Increase in fuel rates for delivery raise costs to move the 2.08 million items requested or purchased by YRL libraries (2025).
- Necessity to add increased technological monitoring to guard against and protect YRL and member libraries from cyberattacks.
- Increased need to educate library staff about cyberattacks and other threats.

Efficiency Measures Already Implemented

To absorb these costs without significant rate increases or service decline, the board has undertaken extensive strategic cost management activities:

Compensation Strategy

- Adopted a living wage commitment: The board made a strategic decision to ensure all staff positions receive a living wage, recognizing this as an ethical imperative in line with organizational values, and essential for staff retention in a competitive labour market.
- Implemented a compensation philosophy and policy: Established a benchmark of 15% above average market rate for positions to attract and retain qualified staff capable of serving member libraries effectively. (Note: YRL is in competition with some of the highest-paying libraries in Alberta for trained staff at all levels; this includes, but is not limited to St. Albert, Strathcona County, Edmonton, and the University of Alberta).
- Most positions now meet the benchmark. A systematic approach prioritized support positions.
- The compensation approach has been essential to prevent turnover, attract high-quality skilled staff, and maintain service quality but does represent a significant cost pressure that 2% increases cannot fully address.

Strategic Staffing Management

- Positions filled only when operationally necessary, not automatically upon vacancy.
- Careful evaluation of every vacancy to determine if it must be filled immediately, or if deferral is possible.
- Not all positions are filled at the level or classification they were originally positioned.
- Cross-training and workflow redesign to maximize efficiency of existing staff.
- Consolidated administrative functions, including the removal of a dedicated communications staff person and using a communications firm on contract at significant cost savings.

Benefits Plan Optimization

- Annual comprehensive review of benefits plan costs and utilization.
- Strategic elimination of underutilized services to control premium increases.
- Negotiated plan modifications to balance cost containment with employee needs.
- Despite these reductions, benefits costs continue to increase due to market factors beyond YRL's control.

Professional Development Reductions

- Professional development highly valued by the board as essential to service quality and required to maintain currency.
- Per-staff professional development budgets reduced to manage overall costs. Exception: Director position maintains professional development allocation in recognition of sector leadership requirements, professional obligations, and the need to maintain current knowledge for strategic decision-making.
- Staff encouraged to pursue low-cost and free professional development opportunities.
- Professional development tied to position requirements and benefit to YRL.

System-Wide Professional Development Restructuring

- <u>Annual conference model completely redesigned</u>: Transitioned from self-hosted conference to partnered conference model. Budget reduced from approximately $25,000 to $7,000 annually – a reduction of approximately $18,000 or 72%.
- <u>Now utilizing professional conference planner</u>: Reduces staff workload and administrative burden and overall costs while maintaining event quality.
- <u>Any conference surplus applied to following year</u>: Priority is keeping costs down and ensuring fiscal sustainability.

- This restructuring maintains professional development opportunities for member library staff while dramatically reducing costs and administrative overhead.
- Demonstrates commitment to creative solutions that preserve service while controlling expenses.

Technology Infrastructure Transformation
Transitioning from local software hosting to cloud-based vendor hosting in partnership with other library systems in late 2026.

- This strategic shift will reduce annual hosting revenue by $90,000 as partners move to the vendor.
- Full financial impact on YRL won't be known until 2027 as the transition completes and costs stabilize.
- The $90,000 revenue reduction may be offset by anticipated savings in utilities, overtime, downtime and on-call costs.

This represents a strategic investment in the broader library partnership ecosystem.

- <u>Potential for reduced overall costs across partner libraries</u>: Vendor-managed cloud hosting could provide better economies of scale than the regional hosting model, though this will be evaluated as the transition proceeds.
- <u>Reduced financial burden</u>: For YRL and the other partners to fund and replace servers.
- <u>Reduced electrical costs for regional system</u>: Decreased server infrastructure and associated power consumption.
- <u>Reduced staff on-call requirements</u>: Eliminates need for 24/7 local technical support coverage, reducing operational burden.
- <u>Eliminated server maintenance burden</u>: Vendor assumes infrastructure management.
- <u>Strengthened regional partnerships</u>: Collaborative approach to shared systems and troubleshooting.
- <u>Distributed support model</u>: Partner organizations can now assist with troubleshooting and user support.
- <u>Faster access to current software</u>: Less downtime to plan and support upgrades.
- <u>Improved system reliability and redundancy</u>: Vendor-managed infrastructure typically offers better uptime and disaster recovery.

This transformation aligns operational changes with anticipated workforce transitions, creating a sustainable model that reduces technical infrastructure burden while maintaining service quality.

- Demonstrates strategic planning that coordinates technology decisions with long-term staffing considerations.
- Positions the partnership for modern cloud-based infrastructure without long-term financial burden.
- Aligns technology infrastructure with contemporary best practices in the library sector and positions the partnership for future innovation.

Board Governance Cost Reductions

- <u>Eliminated or significantly reduced meeting catering costs</u>: Board meetings now operate with minimal or no catering expenses.
- <u>Transitioned to hybrid meeting model</u>: Board and committee meetings now utilize Zoom technology, permitting online attendance.
- <u>Reduced committee member travel costs</u>: Members can attend remotely, eliminating mileage and travel time for those who choose virtual attendance.
- Maintained governance effectiveness while reducing associated operational costs.
- Board leading by example in cost containment measures.

Additional Efficiency Measures

- Implemented record purchasing from trusted vendors, reallocating 1 FTE library technician from cataloguing to serving school member libraries, saving $50,000 per annum.
- Negotiated consortium purchasing agreements reducing material costs by 30-40%.
- Transitioned to energy-efficient systems.
- Automated routine processes to improve efficiency.

- Reduced discretionary operational spending across all budget categories.
- Budget clearly linked to strategic plan.

What These Measures Demonstrate

The board and administration have taken a comprehensive, strategic approach to cost management balancing:

- Service quality and staff retention (living wage, competitive compensation).
- Operational efficiency (strategic hiring, process improvements).
- Fiscal responsibility (benefits optimization, reduced professional development).
- Long-term sustainability (avoiding cuts that would create larger future costs).

These measures enabled YRL to continue providing quality services despite the smaller rate adjustments but has reached its practical limit.

Strategic Provincial Infrastructure Investment (2017-2020)

Between 2017 and 2020, the library system secured provincial infrastructure funding to undertake critical building upgrades, including:

- Complete window replacement improving energy efficiency and building envelope integrity.
- New door systems enhancing accessibility, security, and climate control.
- Full HVAC system modernization reducing energy consumption and improving air quality.

Impact of Infrastructure Investment

While the 2017-2020 infrastructure upgrades have reduced some facility operating costs, they do not address the core operational pressures driving this rate increase request:

- Reduced annual utility costs, partially offsetting operational cost increases.
- Deferring major capital replacement costs needed to be funded by the board.
- Improved accessibility and user comfort, contributing to increased facility usage.
- Created modern, welcoming spaces that serve as a gathering space for member library staff.

Important Note on Infrastructure vs. Operating Costs

These infrastructure improvements have:

- Personnel costs (the largest budget component) continue to rise.
- Collection costs (books, databases, digital licenses) have increased significantly above general inflation.
- Technology systems and infrastructure require ongoing investment and replacement.
- Programming and service delivery costs have grown with increased demand.

The infrastructure improvements, while valuable, represent one-time capital investments that have now been fully realized, and has removed significant pressure from the budget in the short and medium term.

Service Impact Without Rate Adjustment

Failure to implement a rate increase will necessitate service reductions. As the reductions would impact Clause 9 of the MMA, the final determination would need to be done by the board and ratified as a change by the members. At this time, the following service reductions are anticipated:

- Elimination of any new kit development.
- Decreased book allotment, resulting in fewer new materials.
- Decreased eResource purchases.
- Reduced staffing levels impacting customer service quality.
- Reduced absorption of technology costs, passing them to the library boards and risking erratic service and increased cybersecurity risks.
- Postponement of critical building maintenance creating future liability.

Proposed Solution

Rate Adjustment Details

We propose adjusting the municipal per capita rate from $4.85 to $5.60, representing an increase of $0.75 per capita.

Why $0.75 Is Necessary

This adjustment addresses:

- Funding model misalignment: Eliminates the unsustainable practice of diverting provincial funds to cover core municipal service obligations.
- The 2008-2019 structural deficit: The 11-year rate freeze created a cumulative gap that has never been fully recovered.
- Accelerated cost pressures: Digital licensing, wages, utilities and facilities costs have all increased well above the general inflation rate.
- Service agreement obligations: Ensures municipalities fully fund the services they have contractually agreed to receive.
- Provincial partnership integrity: Restores provincial grants to their intended purpose of supporting enhancement and innovation rather than subsidizing basic services.
- Strategic technology transition impacts: The cloud hosting transformation reduces annual hosting revenue by $90,000 while improving service quality and operational efficiency; this revenue loss must be absorbed while maintaining service levels.

Context for the $0.75 Request

If the rate had been indexed to inflation from 1971, the levy would be $7.92 or 65% higher than the current rate.

If the rate had been indexed to inflation from 2008, it would be approximately $6.23, or 30% higher than the current rate.

The proposed rate is still below the rate paid by municipal members of Parkland Regional Library System; they are the closest benchmark to YRL as neither region charges library boards.

The proposed rate is also below the provincial average paid by municipalities of all Alberta regional systems, accounting only for the municipal portion paid.

Regional Library System	Location	Member Public Libraries	2026 Municipal Levy (based on current population figures)	2026 Provincial Operating Grant (based on 2019 population figures)
Chinook Arch Regional Library System	Lethbridge	33	$7.76	$4.75
Marigold Library System	Strathmore	37	$6.75	$4.75
Northern Lights Library System	Elk Point	49	$5.55	$4.75
Parkland Regional Library System	Lacombe	49	$9.99	$4.75
Peace Library System	Grande Prairie	46	$7.36	$4.75
Shortgrass Library System	Medicine Hat	14	$5.19	$4.75
Yellowhead Regional Library	**Spruce Grove**	**44**	**$4.85**	**$4.75**
2026 Provincial Average **with YRL**	$6.78		**YRL Current Rate**	**$4.85**
2026 Provincial Average **without YRL**	$7.10		**YRL Proposed Rate**	**$5.60**

Notes

The seven Alberta regional library system boards establish their levy rate, based on their membership agreements. Of the seven, Parkland and Yellowhead have the same funding model (only charging municipalities).

The other five regional library systems charge both municipalities and library boards (the library board funding is ultimately paid for by the municipality through the budget request to council from their library boards), and they charge municipalities without a library board a higher rate; only the rate charged to municipalities with library boards is used here.

At this time YRL does not want to change the funding model and charge the library boards in addition to the municipalities, as the funds would still be provided to the library through the municipality.

Implementation

Immediate increase of $0.75 per capita effective January 1, 2027.

Advantages

- Provides immediate operational stability.
- Simplifies budgeting with single adjustment.
- Preserves existing services and supports to member libraries.
- Ensures adequate regional staffing levels to provide expertise, training and technical support.
- Manages the structural deficit: Supports activities leading to balanced budget operations without relying on unsustainable provincial fund diversion.
- Restore proper funding alignment: Ensures municipal contributions fully cover contractual service obligations under the regional service agreement.
- Maintains modest operating reserves for financial sustainability, as recommended by sector best practices.
- Allows future planning for purchase of materials, collection development, training.
- Position the system competitively for future provincial grants and initiatives by demonstrating proper fund stewardship and matching requirements.

Challenges

- Additional pressure on municipal budgets.
- Municipalities may feel it appropriate to reduce the amount of support to local library boards. This is not a recommended approach; both need adequate funding to work.

Note: The recommendation is to return to regular, planned increases of up to 2% per year once the initial jump is complete.

Long-Term Sustainability

This rate adjustment establishes a foundation for financial sustainability and maximizes the return on previous investments. We commit to:

Financial Stewardship

- Annual budget transparency reports to all member municipalities.
- Regular rate reviews aligned with actual cost trends (avoiding future long-term freezes).
- Efficiency initiatives to control costs where possible.
- Exploration of alternative revenue sources to minimize municipal burden.

Protecting Past Investments

The 2017-2020 infrastructure upgrades represent a significant capital investment of provincial funds, totalling over $1 million.

- Adequate operating funding is essential to maintain these improved facilities and maximize their useful life.
- Underinvestment in operations can lead to premature deterioration of capital assets, wasting the infrastructure investment.
- Current rate levels permit proper maintenance of upgraded facility.

Risk Analysis

Risks of Not Proceeding

- Funding model sustainability: The diversion of provincial funds to subsidize core municipal obligations is unsustainable and violates the intended purpose of provincial grants. This creates vulnerability if provincial funding priorities or formulas change.

- Reserve depletion: Excess reserves that previously masked the funding gap have been responsibly drawn down to appropriate levels. The organization cannot continue to run deficit budgets – without rate adjustment, service reductions to member libraries are inevitable by 2028.
- Service agreement breach risk: Municipalities are receiving contractually agreed services without fully funding them, creating a structural imbalance that cannot continue indefinitely.
- Provincial partnership jeopardy: Using provincial enhancement funds for basic operations undermines the library system's ability to pursue provincial strategic initiatives.
- Equity concerns: Service cuts will disproportionately affect vulnerable populations who rely most heavily on the services from their libraries and YRL.
- Competitive disadvantage: Neighboring systems with adequate municipal funding will be better positioned to leverage provincial enhancement funds for innovation, setting higher service expectations and attracting residents.
- Deferred costs: Postponing facility maintenance and technology upgrades creates larger future expenses that will eventually require even more significant rate increases.
- Staff retention: Inability to offer competitive compensation will result in turnover and service quality decline.
- Loss of provincial investment ROI: The 2017-2020 infrastructure upgrades represent significant provincial capital investment. Inadequate operating funding undermines the return on this investment and may affect future capital funding opportunities.

Mitigation Strategies

Enhanced Accountability

- Enhanced quarterly reporting on service outcomes and return on investment.
- Annual presentation to municipal councils on performance metrics.
- Transparent budget documentation with detailed line-item breakdowns.
- Key performance indicators tied to municipal funding levels.

Additional Revenue Strategies

- Joint pursuit of provincial and federal grant funding to offset municipal contributions.
- Leveraging the municipal-provincial partnership model to maximize provincial operating grants (which exceed municipal per capita rates).
- Exploration of philanthropic partnerships for capital projects and special initiatives.
- Possible revenue generation from enhanced fee-based services (meeting room rentals, special programs) or charge back to library boards for specific services.
- Regional collaboration opportunities to share costs.
- Advocacy for increased provincial operating grant rates to reduce municipal burden over time.

Service Guarantee

- Commitment to maintain service levels outlined in this document.
- Continued investment in services showing highest community demand and impact.

Recommendation

We respectfully request that member municipalities approve a $0.75 per capita increase, raising the rate from $4.85 to $5.60 effective January 1, 2027. This adjustment is essential to maintain the quality library services our communities deserve and expect.

We welcome the opportunity to present this business case in detail, answer questions, and discuss the implementation, while meeting municipal budgeting processes and ensuring library service sustainability.

YRL 2026 Actual and 2027 Proposed Municipal Levies

Municipality	Alberta Municipal Affairs 2024 Official Populations as of Jan. 2025	2026 Actual Municipal Levy at $4.85/capita (based on 2024 populations)	Alberta Municipal Affairs 2025 Official Populations as of Jan. 2026	2027 Proposed Municipal Levy at $5.60/capita (based on 2025 populations)	2026 to 2027 Municipal Levy Difference
ALBERTA BEACH	864	$ 4,190.40	864	$ 4,838.40	$ 648.00
BARRHEAD	4,320	$ 20,952.00	4,320	$ 24,192.00	$ 3,240.00
BARRHEAD NO. 11, COUNTY OF	5,877	$ 28,503.45	5,877	$ 32,911.20	$ 4,407.75
BEAUMONT	20,888	$ 101,306.80	20,888	$ 116,972.80	$ 15,666.00
BIRCH COVE	67	$ 324.95	67	$ 375.20	$ 50.25
BRAZEAU COUNTY	7,179	$ 34,818.15	7,179	$ 40,202.40	$ 5,384.25
BRETON	567	$ 2,749.95	567	$ 3,175.20	$ 425.25
CALMAR	2,183	$ 10,587.55	2,183	$ 12,224.80	$ 1,637.25
CASTLE ISLAND	15	$ 72.75	15	$ 84.00	$ 11.25
CLYDE	415	$ 2,012.75	415	$ 2,324.00	$ 311.25
CRYSTAL SPRINGS	74	$ 358.90	74	$ 414.40	$ 55.50
DEVON	6,545	$ 31,743.25	6,545	$ 36,652.00	$ 4,908.75
DRAYTON VALLEY	7,291	$ 35,361.35	7,291	$ 40,829.60	$ 5,468.25
EDSON	8,374	$ 40,613.90	8,374	$ 46,894.40	$ 6,280.50
GRANDVIEW	143	$ 693.55	143	$ 800.80	$ 107.25
HINTON	9,817	$ 47,612.45	9,817	$ 54,975.20	$ 7,362.75
JASPER, MUNICIPALITY OF	4,738	$ 22,979.30	4,738	$ 26,532.80	$ 3,553.50
KAPASIWIN	24	$ 116.40	24	$ 134.40	$ 18.00
LAC STE. ANNE COUNTY	11,300	$ 54,805.00	11,300	$ 63,280.00	$ 8,475.00
LAKEVIEW	29	$ 140.65	29	$ 162.40	$ 21.75
LEDUC	36,060	$ 174,891.00	36,060	$ 201,936.00	$ 27,045.00
LEDUC COUNTY	14,416	$ 69,917.60	14,416	$ 80,729.60	$ 10,812.00
MA-ME-O BEACH	128	$ 620.80	128	$ 716.80	$ 96.00
MAYERTHORPE	1,343	$ 6,513.55	1,343	$ 7,520.80	$ 1,007.25
MILLET	1,890	$ 9,166.50	1,890	$ 10,584.00	$ 1,417.50
NAKAMUN PARK	78	$ 378.30	78	$ 436.80	$ 58.50
NORRIS BEACH	71	$ 344.35	71	$ 397.60	$ 53.25
ONOWAY	966	$ 4,685.10	966	$ 5,409.60	$ 724.50
PARKLAND COUNTY	32,205	$ 156,194.25	32,205	$ 180,348.00	$ 24,153.75
POPLAR BAY	113	$ 548.05	113	$ 632.80	$ 84.75
ROSS HAVEN	126	$ 611.10	126	$ 705.60	$ 94.50
SANDY BEACH	278	$ 1,348.30	278	$ 1,556.80	$ 208.50
SEBA BEACH	229	$ 1,110.65	229	$ 1,282.40	$ 171.75
SILVER BEACH	55	$ 266.75	55	$ 308.00	$ 41.25

YRL 2026 Actual and 2027 Proposed Municipal Levies

Municipality	Alberta Municipal Affairs 2024 Official Populations as of Jan. 2025	2026 Actual Municipal Levy at $4.85/capita (based on 2024 populations)	Alberta Municipal Affairs 2025 Official Populations as of Jan. 2026	2027 Proposed Municipal Levy at $5.60/capita (based on 2025 populations)	2026 to 2027 Municipal Levy Difference
SILVER SANDS	214	$ 1,037.90	214	$ 1,198.40	$ 160.50
SOUTH VIEW	72	$ 349.20	72	$ 403.20	$ 54.00
SPRING LAKE	711	$ 3,448.35	711	$ 3,981.60	$ 533.25
SPRUCE GROVE	38,985	$ 189,077.25	38,985	$ 218,316.00	$ 29,238.75
STONY PLAIN	17,993	$ 87,266.05	17,993	$ 100,760.80	$ 13,494.75
SUNRISE BEACH	153	$ 742.05	153	$ 856.80	$ 114.75
SUNSET POINT	257	$ 1,246.45	257	$ 1,439.20	$ 192.75
SWAN HILLS	1,201	$ 5,824.85	1,201	$ 6,725.60	$ 900.75
THORSBY	967	$ 4,689.95	967	$ 5,415.20	$ 725.25
VAL QUENTIN	158	$ 766.30	158	$ 884.80	$ 118.50
WARBURG	676	$ 3,278.60	676	$ 3,785.60	$ 507.00
WEST COVE	222	$ 1,076.70	222	$ 1,243.20	$ 166.50
WESTLOCK	4,921	$ 23,866.85	4,921	$ 27,557.60	$ 3,690.75
WESTLOCK COUNTY	7,186	$ 34,852.10	7,186	$ 40,241.60	$ 5,389.50
WETASKIWIN	12,594	$ 61,080.90	13,409	$ 75,090.40	$ 14,009.50
WETASKIWIN COUNTY NO. 10	11,217	$ 54,402.45	11,217	$ 62,815.20	$ 8,412.75
WHITECOURT	9,927	$ 48,145.95	9,927	$ 55,591.20	$ 7,445.25
WOODLANDS COUNTY	4,558	$ 22,106.30	5,254	$ 29,422.40	$ 7,316.10
YELLOWHEAD COUNTY	10,426	$ 50,566.10	10,426	$ 58,385.60	$ 7,819.50
YELLOWSTONE	117	$ 555.75	117	$ 655.20	$ 99.45
TOTALS	**301,223**	**$ 1,460,919.85**	**302,734**	**$ 1,695,310.40**	**$ 234,390.55**

AGENDA ITEM 7.5

REQUEST FOR DECISION

Subject: JRCC Year 2 Progress Report (Revised)

From: Bill Given, Chief Administrative Officer

Prepared by: Doug Olthof, Director of Recovery

Date: July 14, 2026

Recommendation:

- That Committee receive the revised *Jasper Recovery Coordination Centre Year 2 Progress Report* for information.

Alternatives:

- That Committee direct administration to make further amendments to the *Jasper Recovery Coordination Centre Year 2 Progress Report* for presentation at a future Committee of the Whole meeting.

Background:

- On June 23, 2026, Director of Recovery Doug Olthof presented the Jasper Recovery Coordination Centre Year 2 Progress Report to Committee for consideration. The report contained information on debris management; interim housing; rebuilding; social recovery; economic recovery; park recovery; recovery funding; and more.

- Following that presentation and Committee's discussion of the report, Committee directed Administration to make amendments to the report for presentation at a future meeting.

Discussion:

The *Year 2 Progress Report* is structured around the priorities and objectives set out in the *Jasper Recovery Framework* and follows the template set out in the *JRCC Year 1 Progress Report.*

Under each priority, it contains a summary of actions undertaken against each objective over the second year of the recovery period. Each of those actions is then identified as being "complete", "ongoing", "updated, "operational" or an "area of future focus." In that way, the report presents a summary of accomplishments to date, a present-day snapshot of ongoing recovery activities, and a projection of recovery activities in the months and years ahead.

Committee's discussion of the report on June 23, 2026, focused primarily on the presentation of information related to federal and provincial funding in support of recovery. Concerns were raised about the clarity of the information presented in the financial section of the report.

The revised report presented here contains several edits and adjustments to that section of the report to improve clarity. They also include reference to recent announcements that significantly expand federal funding commitments. Other sections of the report remain substantively unchanged.

Both the federal and provincial funding sections include a blend of funds "spent to date" and funds "committed." In the case of federal funding commitments, the figures included in the "community supports and contributions" table represent maximum commitments. Hence, when totaled together, federal funds "spent to date" and "committed" amount to $387.2 million. The statement that federal support for Jasper's recovery through March 2026 totals "over $380 million" reflects that the final allocation amount of some of those commitments has yet to be determined.

Federal Support for Jasper's Recovery to March 2026		
Incident Response and Initial Recovery	$132.6 million	Spent to date
Parks Canada Rebuild Funding	$187.3 million	Spent to date
Community Supports and Contributions	$67.3 million	Committed
Total	$387.2 million	Maximum

Strategic Relevance

- Invest in practices and processes which support high quality decision making.
- Advance interests of strategic importance to secure policy and funding outcomes.
- Nurture relationships that advance the community's interests.
- Align fiscal capacity to sustain priority services.
- Manage funding transitions to protect service stability.

Inclusion Considerations:

The development of the *Jasper Recovery Framework* and the priorities and objectives contained therein is grounded in an inclusive conception of Jasper's community and Jasper residents. It sets out a path toward deepening relationship with Indigenous partners and continuing along the path to reconciliation. These considerations are further reflected in the *JRCC Year 2 Progress Report.*

Relevant Legislation:

NA

Financial:

There is no financial impact associated with the recommendation.

Jasper Recovery Coordination Centre

Year Two Progress Report

August 2025 to July 2026

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Parks Canada Parcs Canada

MUNICIPALITY OF JASPER

The Jasper Recovery Coordination Centre (JRCC) presents this *Year Two Progress Report* to share progress towards recovery in the community of Jasper and Jasper National Park following the 2024 Jasper Wildfire.

The *Year Two Progress Report* follows the priorities and objectives established in the *Jasper Recovery Framework*. Each priority includes a summary of actions taken during the second year of recovery that supports each objective. Areas of future focus are identified to look ahead to where further work is needed.

Transitional recovery

Two years on from the wildfire that changed our community, the strength and spirit of our mountain town are driving the collective progress we have made. While recognizing the challenges ahead, we can also be proud of how far we have come.

Jasper is currently in transitional recovery (as referenced in the *Jasper Recovery Framework*). Important progress at this stage of recovery includes:

- wildfire debris has been cleared
- rebuilding activity is under way
- interim housing is providing essential accommodations to more than 750 people
- local events are supporting community connection
- wildfire-affected businesses have been re-established in town as well as in a pop-up village and interim industrial park
- ongoing risk reduction work is decreasing future vulnerability to wildfire

Rebuilding has moved at different speeds for each home, business and element of park infrastructure. Each one that has been rebuilt is celebrated as a success. However, we acknowledge that not everyone has been able to achieve the same progress and many still face significant obstacles.

A January 2026 Canadian Red Cross survey identified several obstacles faced by residents who are rebuilding, including design considerations, financial challenges, the need to settle insurance claims and geotechnical complexity. The need for housing remains as some residents continue to be displaced.

Together, Jasper is rebuilding

Together, Jasper is rebuilding – not just structures, but stability, connection and confidence in the future.

Working together, residents, businesses, Indigenous partners, insurance providers, building industry and utilities, tourism organizations, non-governmental and community organizations, visitors and three levels of government are making recovery possible.

As we look forward, the JRCC is committed to continuing to listen, learn and adapt to provide timely and meaningful support at every stage of recovery. We continue to move forward as a community towards full recovery.

Principles for recovery

As outlined in the *Jasper Recovery Framework*, our principles continue to inform actions across all recovery priorities.

Our recovery principles are:

- Community-centered
- Coordinated and collaborative
- Indigenous connection
- Transparent and accountable
- Capacity building
- Increasing resilience

Priorities for recovery

Our recovery is focused on achieving 6 key priorities. All priorities are essential and are interrelated. Each priority includes objectives which outline key areas of work to achieve the priority.

Priority 1:
Debris management

Coordinate the safe and timely removal of wildfire debris to enable rebuilding and protect public health, safety and the environment.

Priority 2:
Interim housing

Provide safe and appropriate interim housing for displaced residents and workers, to support stability and continuity during recovery.

Priority 3:
Rebuilding homes and businesses

Support the safe, efficient reconstruction of damaged and destroyed homes and businesses, while creating opportunities to address long-term housing needs and increasing resilience to future events.

Priority 4:
Social recovery

Foster individual and community well-being through inclusive supports that help people heal and connect.

Priority 5:
Economic recovery

Stabilize and strengthen Jasper's economy by supporting affected businesses, welcoming visitors and enabling workforce recovery.

Priority 6:
Park recovery

Rehabilitate park assets and natural areas to support ecological integrity and provide safe and quality visitor experiences.

Recovery progress

Accomplishments listed under each objective and priority represent a summary of progress during the second year of recovery. Status updates are provided to understand progress during this reporting period. For more detail on accomplishments completed during the first year of recovery refer to Year 1 Progress Report.

Definitions of status categories used in each priority section are as follows:

Updated	Accomplishments previously completed that were updated in the reporting year.
Operational	Accomplishments that have been completed and which continue as part of regular operations.
Complete	Accomplishments that have been completed in the reporting year.
Ongoing	Actions that are in progress but have not yet been completed.
Future focus	Actions that are planned but not yet started.

Priority 1: Debris management

Protect human health and the environment	Year 1	Year 2
Fencing managed under contract for destroyed properties to protect public and wildlife. *Status: All JRCC fencing decommissioned; leaseholders manage site safety needs privately.*	Ongoing	Complete
Mitigations put in place around drains to prevent wildfire debris run-off. *Status: Mitigations redeployed in Year 2 to address any run-off from construction silt.*	Ongoing	Ongoing
Debris removal process undertaken safely with complaints addressed quickly. *Status: Debris removal completed safely at 99% of properties; safety continues to be monitored at properties with debris remaining.*	Ongoing	Ongoing
Site-specific sampling plans developed to ensure contaminants in air and soil are at safe levels to ensure the long-term health and safety of the community and environment. *Status: 95% of properties have demonstrated soil contaminants are at safe levels and have received a certificate of completion.*	Ongoing	Ongoing
Long-term monitoring to assess if any residual contamination is present and to understand how different contaminants may move through soil and water into the broader environment. *Status: Support established for environmental monitoring research.*	Future focus	Ongoing
Mitigations explored to reduce dust from cleared properties in the townsite. *Status: Dust dealt with on an as-needed basis through Municipal Bylaw.*	Future focus	Ongoing

Coordinate efficient debris management

Coordinated debris removal and contamination remediation for national park assets. *Status: 5,558 metric tons (MT) of mix waste removed, 636 MT of concrete recycled, 113 MT metal recycled, 6,603 MT contaminated soil disposed, 11,324 backfill imported and placed.*	Ongoing	Complete
Requirements communicated for risk management at certain locations.	Ongoing	Complete
Wildfire-impacted properties have debris removed and certificates of completion issued. *Status: 99% of properties have debris removed and 97% of properties have certificates of completion (current to July 1, 2026).*	Ongoing	Ongoing

Cabin Creek, October 27, 2025

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Priority 2: Interim housing

Provide scalable and adaptable interim housing

	Year 1	Year 2
Interim housing sites and units procured; utilities connected at additional in-town locations. *Status: Interim housing units established and occupied at Patricia Circle and United Church sites in Year 2, bringing the total to 505 interim housing units across all locations.*	Ongoing	Complete
Livability of interim housing maintained and enhanced through partnerships with donors and funding agencies. *Status: Community infrastructure installations (for example, bike racks, fire pits, murals) and community building events continued throughout Year 2.*	Ongoing	Ongoing
Secure additional funding for interim housing beyond existing 2-year term.	Future focus	Ongoing
Secure winter occupancy to balance known summer seasonal staff needs. *Status: Outside of peak summer season businesses and contractors were offered interim housing space where units were available and not occupied by displaced residents.*	Future focus	Ongoing

Fair and transparent housing allocation

Collaboration with Canadian Red Cross to allocate interim housing units and sign leases with residents. *Status: Year 1: 534 residents (277 households) in interim housing (as of July 31, 2025); Year 2: 767 residents (422 households) living in interim housing (current to July 1, 2026).*	Ongoing	Ongoing
Interim housing supports business stability and workforce retention. *Status: Year 2 - 53% of residents housed in interim housing are employed by Jasper-based small businesses and 23% are employed by larger businesses. The Interim housing program houses staff members of 110 Jasper businesses.*	Ongoing	Ongoing
Summer seasonal dorm room nomination program for Jasper businesses established to enable businesses to provide housing to prospective staff in advance of hiring. *Status: 15 businesses used this program in Year 2.*	—	Ongoing

Expanded seasonal and temporary options

Interim Temporary Use Policy created for RVs and temporary work camps.	Complete	Operational
Long-term camping made available at Whistlers Campground and Sleepy Hollow to address resident and business housing needs during the summer months.	Ongoing	Ongoing
Sites available for contractors at campgrounds and other suitable locations. *Status: Sites in use at Wabasso Campground, Sleepy Hollow Road and at Wapiti Campground (winter).*	Ongoing	Ongoing

Regional transit access

Funding allocated and contract confirmed for daily commuter bus service from Hinton to Jasper through support from the Government of Alberta.	Complete	Operational

Demobilization and site restoration

Planning in progress to establish scope and funding for demobilization and site restoration.	Ongoing	Ongoing

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Priority 3: Rebuilding homes and businesses

Policy amendments and planning

Policy amendments and planning	Year 1	Year 2
Rebuilding Guide provides guidance, practical tips and consolidated information to support residents and industry professionals through the rebuild process. *Status: Updated in spring 2026 in response to lessons learned from the first year of rebuilding.*	Complete	Updated
Town of Jasper Land Use Policy and *Architectural Motif Guidelines for the Town of Jasper* are updated to make rebuilding easier, increase resilience to wildfire and increase housing options.	Complete	Updated
Clarified specifications for building materials that support fire resilience.	Ongoing	Complete
Policy amendments under the *Housing Action Plan* completed to enable increased residential density, support housing variety and make the policy clearer for all users.	—	Complete
Created municipal off-site levy bylaw.	Future focus	Complete
Work to advance the transfer of some land use planning and development authority from Parks Canada to the Municipality of Jasper.	Future focus	Ongoing
Develop and consult on community residential parking strategy.	Future focus	Future focus
Consult with Indigenous partners, stakeholders and the public on the development of a new Community Plan for the Municipality of Jasper.	Future focus	Future focus

Responsive permitting

Increased staff capacity to support planning and development review post-wildfire *Status: 23 new team members added since the wildfire.*	Complete	Complete
Coordination of Parks Canada and Municipality of Jasper approvals to improve permitting turnaround times.	—	Complete
Online permit and development status map updated regularly.	Ongoing	Ongoing
Development review processes streamlined. *Status: Turnaround times for complete and conforming development applications averaged 19 business days in 2026.*	Ongoing	Ongoing
Automated permitting process introduced for low-risk residential projects to expedite permit approval timelines. *Status: 40 permits have been issued under this system (current to July 1, 2026).*	Future focus	Complete
Building permits approved for rebuilding homes. *Status: 176 building permits, representing 382 dwelling units approved through rebuilding permits (266 replacement units; 116 new net units) (current to July 1, 2026).*	Ongoing	Ongoing
Improve development review capacity and processes at the Municipality.	Ongoing	Ongoing
Municipal electronic permitting system developed in preparation for transfer of authority.	Future focus	Ongoing

Reinstate site services

Survey pins re-established.	Ongoing	Complete
Utility rebuilds coordinated and supported.	Ongoing	Ongoing

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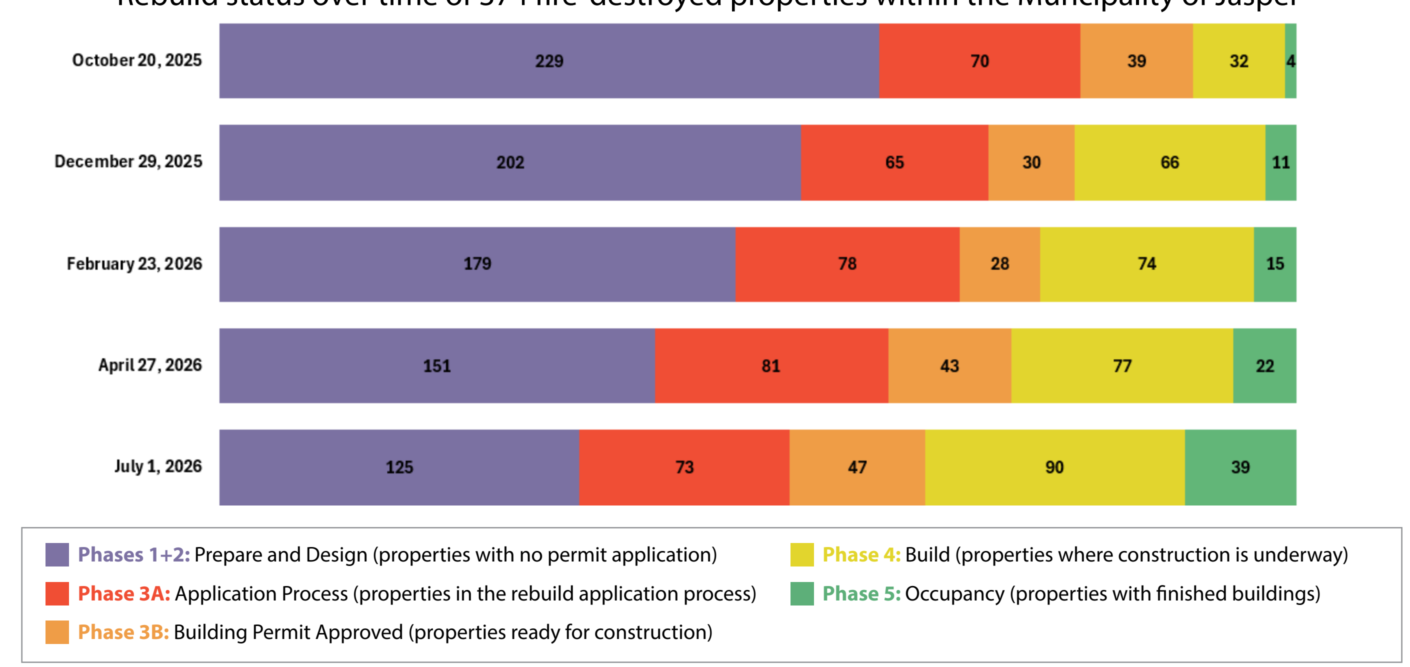
Safe and coordinated construction

	Year 1	Year 2
Interim Temporary Use Policy established to allow for storage of construction materials and temporary accommodations for contractors. *Status: Updated in spring 2026 in response to lessons learned from the first year of implementation.*	Complete	Updated
Jasper Builders Guide published for builders, designers and contractors. *Status: Updated for the 2026 construction season.*	Complete	Updated
Facilitated the use of Marmot Pit for clean fill disposal to support soil management requirements.	Complete	Operational
Coordinated with building industry, including builder workshops and regular communications through industry bulletins and on-site briefings.	Ongoing	Ongoing
Laydown areas established and in-use at "Old Woodlot" and at Stan Wright Drive.	Ongoing	Operational
Impacts of community-wide construction activities monitored and managed, including street use, construction haul routes, sound impacts, traffic impacts and repairs to infrastructure.	Future focus	Ongoing
Wildfire-impacted water and sewer infrastructure repaired and refurbished to support rebuilding.	—	Ongoing
Complex rebuild scenarios identified and supported.	Ongoing	Ongoing
Road and sidewalk repair and replacement as part of rebuilding damaged infrastructure.	Future focus	Future focus

Support for affordable housing

Jasper Municipal Housing Corporation advancing construction of a 40-unit long-term rental housing building at below market rates.	—	Ongoing
Jasper Housing Enablement Initiative funds of $250,000 secured from Alberta Real Estate Foundation to advance policy and lot analysis, GIS tools, pre-approved design package for multi-unit development, and community education to enable property owners and builders to pursue small-scale, multi-unit development.	—	Ongoing
Housing Accelerator Fund initiatives advanced, including pre-approved housing designs and promotion of affordable housing development.	Ongoing	Ongoing
Analyze vacant lands available for housing development as per *Jasper Community Sustainability Plan (2011)*.	Future focus	Future focus

Rebuild status over time of 374 fire-destroyed properties within the Muncipality of Jasper



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Priority 4: Social recovery

Access to recovery supports	Year 1	Year 2
950+ wildfire recovery case files opened with the recovery outreach team.	Ongoing	Ongoing
3000+ client and community engagements with Recovery Alberta (from October 2024 to April 2026).	Ongoing	Ongoing
Residents informed of recovery supports through accessible, multi-channel, trauma-informed communications.	Ongoing	Ongoing

Community connection

Supported Emergency Preparedness Week in 2025 and 2026.	Complete	Complete
Coordinated wildfire anniversary events with recovery partners.	Complete	Ongoing
Community events organized with support and funding of many donor agencies to help promote connection and foster physical, mental and spiritual well-being. *Status: Events include community dinners in collaboration with Canadian Red Cross, programming for families with young children, community thrifting events, holiday programming and community yoga.*	Ongoing	Ongoing
Community Spiritual Circles, organized by JRCC with Canadian Red Cross funding, offers support for the spiritual well-being of community members, including online offers for displaced residents.	Ongoing	Ongoing
Healing Through Fire interpretive program, co-hosted with Parks Canada, Municipality of Jasper and Indigenous partners, discusses fire ecology and ecosystem recovery and connects participants with nature and Indigenous Knowledge. *Status: This program reached 350 locals over 9 guided walks in 2025 and will continue in July and August 2026 with a visitor-focused offer and a targeted school offer.*	Ongoing	Ongoing

Participation in recovery

Relationships strengthened with Indigenous partners as part of recovery efforts. *Status: Year 2 - Jasper Indigenous Forum meetings, including site visits and in-person and online meetings, to engage on issues of interest for Indigenous partners.*	Ongoing	Ongoing
Community volunteer "Pathfinders" trained in mental health and peer support. *Status: 77 Pathfinders trained in Year 2, bringing the total to 115 volunteers trained to date. In addition, 23 youth Navigators trained in Year 2.*	Ongoing	Ongoing
Hosted in-person and virtual open house sessions to provide information and hear feedback from residents. *Status: Year 2 - 7 open houses with JRCC participation held in Jasper and Hinton.*	Ongoing	Ongoing
137,000+ individual visits to the Municipality of Jasper's recovery and support web pages.	Ongoing	Ongoing

Addressing unmet recovery needs

Regular coordination forum established for external funders.	Complete	Operational
Needs assessment strategy and survey developed and implemented. *Status: A second needs assessment survey was completed with 584 responses in Year 2.*	Complete	Complete
Grants provided by non-governmental community organizations including Canadian Red Cross, Jasper Community Team Society, Banff Canmore Foundation and Rotary Club of Jasper to help community groups and individuals.	Ongoing	Ongoing
Outreach and targeted psychosocial supports for displaced Jasperites. *Status: Year 2 – partnership with Bridges Foundation in Hinton to support displaced residents, established registry and dedicated communications for displaced residents.*	Future focus	Ongoing

Priority 5: Economic recovery

Business stability and workforce retention

Business stability and workforce retention	Year 1	Year 2
$2 million in emergency assistance provided to eligible small businesses and not-for-profits through a Support to Small Business and Not-for-Profits program provided by Canadian Red Cross and the Government of Alberta.	Complete	Updated
The West Yellowhead Region: A Path Forward for Economic Recovery and Resiliency report by Economic Developers Alberta.	Ongoing	Complete
Community Futures West Yellowhead allocated $2.17 million from Prairies Economic Development Canada (PrairiesCan) in non-repayable contributions to 236 businesses and provided low-interest loans of up to $15,000.	Ongoing	Ongoing
Business recovery support position established in the Chamber of Commerce to provide business assistance with support from Community Futures West Yellowhead, Jasper Park Chamber of Commerce and Canadian Red Cross.	Ongoing	Ongoing

Interim commercial spaces and support

Pop-up business village with temporary structures for businesses that lost retail locations established with funding provided by PrairiesCan.	Complete	Operational
Interim industrial park established with funding provided by PrairiesCan. *Status: 14 businesses operating in this space in Year 2.*	Complete	Operational
Municipality of Jasper's bus garage established as an interim space for Home Hardware to support local rebuilding materials needs.	—	Complete
Policies and procedures for licensing businesses in the community of Jasper and Jasper National Park are adapted where possible to consider and support individual recovery circumstances.	Ongoing	Ongoing

Welcoming visitors

Coordinated "Jasper is open for business" messaging to support the return of visitors.	Ongoing	Ongoing
Regional campaign by Travel Alberta and international campaign by Destination Canada launched to promote visitation.	Ongoing	Ongoing
National tourism conference hosted in Jasper in September 2025 with Government of Canada, Tourism Jasper and Travel Alberta.	Ongoing	Complete
Training sessions and wildfire communication messaging provided to front-line and tourist-facing staff by Parks Canada and Jasper Employment and Education Centre.	Ongoing	Ongoing
Government of Canada launched the "Canada Strong Pass," providing free entry and discounted camping, incentivized visitation to Jasper National Park during peak summer and winter periods.	Ongoing	Ongoing
Recovery Marketing Services strategy and campaign to encourage visitors and residents to explore, discover and support local businesses.	—	Ongoing

Indigenous participation in economic recovery	Year 1	Year 2
Work to expand Indigenous partners' participation in economic recovery through contracting, procurement, guided business licensing and other business opportunities. *Status: Indigenous business information sessions on government procurement, rebuild projects and work opportunities held. A new gift store featuring products from Indigenous artisans with a connection to Jasper opened at Whistlers Campground registration centre.*	Future focus	Ongoing

Monitoring economic recovery progress

Parks Canada estimates 2,137,000 independent visitors to Jasper National Park in the 2025 calendar year. *Status: Parks Canada estimates visitation using traffic counters across the mountain national parks. These estimates account for through traffic and multiple entry points across the shared boundaries of Jasper, Banff, Yoho and Kootenay national parks. Visitor estimates for 2025 remain below pre-wildfire levels, reflecting reduced availability of frontcountry campsites and commercial accommodations.*	Complete	Updated
Indicators established to track economic recovery.	Ongoing	Ongoing

Welcoming visitors back to Valley of the Five Lakes, May 2026

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Priority 6: Park recovery

Safe reopening of park facilities	Year 1	Year 2
Frontcountry campgrounds (77% of pre-wildfire inventory) and backcountry campgrounds (100% of pre-wildfire inventory) sites open. *Status: Year 2 – 80 additional sites opened at Whistlers and Wapiti campgrounds, for a total of approximately 1,600 frontcountry campsites reopened since the wildfire.*	Complete	Operational
Valley of the Five Lakes reopened after extensive work to realign and repair the trail. More than 800 visitors participated in the opening day, along with Parks Canada interpreters, Indigenous drummers and Friends of Jasper National Park volunteers.	—	Complete
Wabasso Lake trailhead, Trail 9 to Wabasso Lake, Trail 1A reopened.	—	Complete
Danger-tree clearing on trails, roadways and visitor-use areas. *Status: Removed 500,000 danger trees over 600 hectares, 112 km of wildfire-impacted roadways cleared, 69 km of trails cleared, 1,215+ campsites cleared of hazard trees.*	Ongoing	Complete
"What's Open in Jasper National Park" page allows visitors to check for real-time updates on open sites and facilities.	Ongoing	Ongoing
Deliver multimedia communications to inform visitors about how to visit safely.	Ongoing	Ongoing

Resilient rebuilding of park infrastructure

136 highway wayfinding signs and 142 campground signs replaced.	Ongoing	Complete
8 pit privies replaced at wildfire-impacted day-use areas.	Ongoing	Complete
Replacement of minor infrastructure at campgrounds and facilities. *Status: 6 footbridges replaced, 165 picnic tables replaced, 50+ fire pits replaced, 175 campsite markers replaced, 80+ signs replaced.*	Ongoing	Ongoing
Infrastructure replacement planning for Wapiti, Wabasso and Whirlpool campgrounds.	Ongoing	Ongoing
Infrastructure replacement planning for South Park Gate and operation of interim structure.	Ongoing	Ongoing
Rebuilding of staff housing within and outside the townsite. *Status: 3 in-town multi-unit dwellings and a duplex under construction. Planning for replacement of 'Whistlerville' adjacent to Whistlers Campground ongoing.*	Ongoing	Ongoing
Planning and work for the safe reopening of Maligne Canyon. *Status: Danger tree removal and geotechnical investigation complete; planning ongoing for the re-establishment of the trail and associated infrastructure.*	Future focus	Ongoing
Planning and work for the safe reopening of Edith Cavell Road. *Status: Geotechnical assessments completed; plans for necessary repairs underway.*	Future focus	Ongoing
Planning with Indigenous partners at sites including Indigenous Cultural Use Area and Palisades Centre.	Future focus	Ongoing
Road assessment and impact intervention for additional roadways, including Mile 5 Hill, Portal Creek, 93 A. *Status: Site assessments completed and ongoing monitoring, geotechnical assessments to understand slope stability, hydrotechnical analysis to assess water flow and drainage impacts, safety audits to identify roadway mitigation needs.*	Ongoing	Ongoing

Environmental protection during recovery activities	Year 1	Year 2
Environmental surveillance conducted on wildfire debris removal inside and outside of townsite.	Ongoing	Complete
Impact assessments undertaken to ensure recovery projects use suitable mitigations to protect the park environment.	Ongoing	Ongoing

Supporting natural regeneration

Installed 6 boot brush stations at trailheads.	—	Complete
Select trails and areas closed to allow the landscape to heal before opening to human use.	Ongoing	Ongoing
Interpretive programs, outreach with tourism partners and visitor guidance promote responsible trail use and park stewardship by helping visitors learn about natural regeneration processes and invasive species.	Ongoing	Ongoing
Douglas-fir and whitebark pine seeds collected, propagated in regional nurseries and seedlings planted. Wolf willow, native grasses and forbs also planted to supplement natural forest regrowth in areas at risk of erosion or vulnerable to the spread of invasive species. *Status: 15,000+ Douglas-fir seedlings planted and 20,000 whitebark pine seedlings propagated since the wildfire.*	Ongoing	Ongoing
Revegetation plans for the Caribou Conservation Breeding Centre to supplement natural forest regrowth. *Status: 13,000 plants planted since the wildfire.*	Ongoing	Ongoing
Enhanced ecological integrity monitoring to better understand wildfire impacts to habitats and wildlife and to inform trail closures and openings. *Status: Additional bird, vegetation and aquatic monitoring are used to understand wildfire impacts on ecological integrity.*	Future focus	Ongoing

Monitoring wildlife and managing human-wildlife coexistence

Long-term monitoring of key wildlife populations pre- and post-wildfire (elk, deer, grizzly bears) to track population changes and potential for predator population response. *Status: Monitoring of elk shows population appears stable in comparison to pre-wildfire numbers; 7 grizzly bears GPS collared to provide information on post-wildfire habitat use.*	Ongoing	Ongoing
Continued species-at-risk monitoring for post-wildfire impacts, including black swifts and whitebark pine.	Ongoing	Ongoing

Ecological fire management

5-year wildfire risk reduction strategy established and implemented to prioritize high-risk areas. *Status: Since the wildfire, Parks Canada has completed 266 hectares of wildfire risk reduction using prescribed fire (37 hectares), hand falling (40 hectares) and mechanical logging (189 hectares).*	Complete	Operational
Facilitated Indigenous partner participation in the Razorback prescribed fire in May 2026.	—	Complete
Jasper Wildfire Resiliency Information Sessions held in April 2025 and 2026.	Complete	Complete
Fire Management Plan updated to reflect changes to wildfire risk following the 2024 Jasper Wildfire.	—	Updated
Fire communications trailer operated at Maligne Lookout to discuss forest ecosystem recovery after the wildfire.	Ongoing	Ongoing

Protecting cultural heritage

Post-wildfire built heritage and archaeological impact assessments completed by Parks Canada to inform cultural resource protection, wildfire resilience, monitoring and long-term recovery efforts for affected archaeological sites, cultural landscapes, historic places and heritage assets.	Ongoing	Ongoing

Recovery funding

Government of Canada

Multiple federal departments and agencies are supporting recovery including Parks Canada, Public Safety Canada, Canada Mortgage and Housing Corporation, Employment and Social Development Canada and PrairiesCan. The Government of Canada has supported response and recovery to the 2024 Jasper Wildfire with over $380 million through to March 2027.

On June 30, 2026, the Government of Canada announced a further $520 million in additional funds to continue the rebuilding of Jasper National Park and ensure the rebuild of essential assets, provide interim housing for displaced residents, complete townsite and perimeter wildfire risk reduction and expedite reconstruction efforts.

Incident response and initial recovery

In 2024–2025, Parks Canada spent $132.6 million to support incident response, emergency operations and the early phases of re-entry and recovery. This component included firefighting personnel, equipment, transportation, accommodations, services, supplies, aviation and incident management.

Funding item	Spent in 2024–2025
Incident response and emergency operations	$59.8 million
Re-entry and initial recovery operations Includes interim housing procurement and servicing ($29.1 million) and hazard management ($20.2 million), such as danger tree and road safety activities	$ 72.8 million
Total	**$132.6 million**

Parks Canada rebuild funding

For 2025–2027, funding of $187.3 million was dedicated to support rebuild of Parks Canada infrastructure, including roads, campgrounds, trails and accommodations. This commitment also contained provision of interim housing to service the Jasper community. As of June 9, 2026, $75.6 million has been spent on rebuild priorities, with $111.7 million allocated to continue these works. A breakdown of this expenditure is presented below, with examples of projects included in each funding item. Many longer-term elements are in the planning phase, and further funding is being sought as rebuild plans are confirmed.

Funding item	Spent to date
Interim housing Lease of interim housing units, utility installation and servicing, paving and landscaping, Canadian Red Cross property management	$21.9 million
Recovery/rebuild resourcing Resourcing for permitting and recovery positions, project management, Parks Canada contracting and internal services, and Jasper Field Unit revenue replacement	$27.8 million
Hazard assessment and management Road safety, danger tree removal, debris and contamination management, transportation infrastructure, wayfinding signage	$15.7 million
Parks Canada staff housing Project management and construction of in-town multi-unit dwellings, planning for replacement of campgrounds staff housing	$3.7 million
Visitor and cultural heritage infrastructure Planning and evaluations for Maligne Canyon, Wapiti and Wabasso campgrounds, Palisades Centre, South Gate, Maligne Range; construction of privies	$4.5 million
Uninsured contamination costs Program to cover lessee uninsured costs related to contamination testing and remediation	$2 million
Spent to date	**$75.6 million**
Allocation remaining	**$111.7 million**
Total	**$187.3 million**

Community supports and contributions

Federal government partners have committed a combined $67.3 million in community supports and granting opportunities. Some of these funds, for example the Municipal Housing Accelerator Fund, are not specifically recovery funding but nevertheless contribute significantly to addressing core recovery priorities.

Funding item	Commitment	Organization
Municipal Housing Accelerator Fund	$11 million	Canada Mortgage and Housing Corporation
Rent and licence relief *Status: $7.6m of relief provided to date*	$15.2 million	Parks Canada
Small business grants, administered by Community Futures West Yellowhead	$3.35 million	PrairiesCan
Supports for tourism initiatives	$3 million	Economic Development Canada
Support for Tourism Jasper	$0.75 million	PrairiesCan
Municipality of Jasper pop-up village and interim industrial park	$1.8 million	PrairiesCan
Matching funds to Canadian Red Cross donations	$12.6 million	Public Safety Canada
Assistance to the Province of Alberta through the Disaster Recovery Assistance Program for their role in wildfire response	$19.6 million	Public Safety Canada Disaster Financial Assistance Arrangement
Total	**$67.3 million**	

Government of Alberta

Disaster Recovery Program

The Disaster Recovery Program (now renamed the Hazard Assistance and Resilience Program - HARP) is a program through which the Government of Alberta provides disaster assistance to municipalities and other local authorities. In the fall of 2024, the Government of Alberta approved a Disaster Recovery Program budget of $73.1 million to support the Municipality of Jasper in addressing uninsurable losses that resulted from the 2024 Jasper Wildfire. The Disaster Recovery Program requires the Municipality to contribute to its own recovery, through cost-sharing at a 10%/90% (Municipality/Province) ratio. Disaster Recovery Program costs incurred by the province are also reimbursed in part by the federal government through the Disaster Financial Assistance Arrangement (DFAA). The following table provides a summary of the $35.9 million that has been spent from the $73.1 million Disaster Recovery Program budget to June 2026.

Funding item	Spent to date	Funder
Incident response Funding to Municipality of Jasper to establish and operate emergency response functions, implement structural protection measures, coordinate extensive mutual aid resources from partner agencies and municipalities and provide transitional housing[1] support for residents displaced by the wildfire	$25.5 million	Alberta Emergency Management Agency–Disaster Recovery Program
Recovery Recovery initiatives focused on restoring safe and stable living conditions for residents	$4.6 million	Alberta Emergency Management Agency–Disaster Recovery Program
Ongoing support and contributions Supported essential debris management and environmental remediation, as well as the restoration and stabilization of key municipal infrastructure and other core services, helped cover ongoing administrative and operational costs associated with the Jasper Recovery Coordination Centre	$5.8 million	Alberta Emergency Management Agency–Disaster Recovery Program
Total Disaster Recovery Program funds spent to June 2026	**$35.9 million**	**Alberta Emergency Management Agency – Disaster Recovery Program**

1 "Transitional housing" refers to extended stays in hotels and other lodgings that were made available to Jasper households whose employment functions were deemed "critical" to re-entry and early-stage recovery. Transitional housing preceded the establishment of the federally funded interim housing program.

Non-Disaster Recovery Program funding

The Government of Alberta has also provided funding to support Jasper's recovery through several programs and streams that are not included in the Disaster Recovery Program. These funding commitments are not included in the $73.1 million Disaster Recovery Program budget and are not subject to the same intergovernmental cost-sharing arrangements. They are summarized in the following table.

Funding item	Committed	Funder
Revenue and tax stabilization Funding to the Municipality of Jasper for revenue and tax stabilization to help bridge the gaps in revenue required to operate municipal services	$5.5 million	Alberta Municipal Affairs
Tax relief for owners of destroyed residential and commercial properties	$3 million	Alberta Municipal Affairs
Emergency evacuation payments to Jasper residents	$7.5 million	Government of Alberta
Regional transit Regional transit access to interim housing sites and Hinton	$2 million over two years	Alberta Municipal Affairs
Funding to support Jasper's tourism industry	$2.5 million	Alberta Tourism and Sport
Matching funds to Canadian Red Cross donations	$12.1 million	Government of Alberta
Total non-Disaster Recovery Program funding from the Government of Alberta	**$32.6 million**	**Government of Alberta**

Non-governmental and community organizations

We extend our sincere appreciation to our valued funders and community partners whose support played an important role in the Jasper wildfire response and recovery. We recognize the Canadian Red Cross, the Banff Canmore Foundation and the Jasper Community Team Society, along with many other local and regional contributors who stepped forward during a critical time. Their contributions—whether financial support, in-kind assistance, or community coordination—helped strengthen relief efforts and supported residents through displacement and early recovery. Each contribution, regardless of scale, has meaningfully supported individuals and families impacted by the wildfire and has helped strengthen the broader recovery effort.

Interim housing at Marmot Meadows, October 2025

AGENDA ITEM 7.6

REQUEST FOR DECISION

Subject: JMHC - Annual Written Shareholder Resolution

From: Bill Given, Chief Administrative Officer

Prepared by: Leanne Pelletier, Municipal Housing Manager

Reviewed by: Bill Given, Chief Administrative Officer

Date: July 14, 2026

Recommendation:

- That Committee recommend Council authorize the Jasper Municipal Housing Corporation Annual Written Shareholder Resolution as presented; and

- That Committee recommend Council receive the Jasper Municipal Housing Corporation 2025 Annual Report and Audited Financial Statements for information.

Alternatives:

- That Committee recommend Council not authorize execution of the Shareholder Resolution.
- That Committee recommend Administration return to Council with additional information.

Background:

- The Municipality of Jasper is the sole shareholder of the Jasper Municipal Housing Corporation (JMHC).
- The JMHC Board passed its annual director resolutions at the June 25, 2026 JMHC Board Meeting.
- At July 9, 2026 JMHC Annual Shareholder Meeting the Corporation provided a review of the proposed Annual Written Shareholder Resolution, the 2025 Audited Financial Statements and the JMHC 2025 Annual Report.

Discussion:

The Municipality of Jasper is the sole shareholder of JMHC under the Unanimous Shareholder Agreement. JMHC operates under the Business Corporations Act (Alberta), and the Municipality exercises its shareholder rights through Council resolution in accordance with Council Policy B-123, Jasper Municipal Housing Corporation Shareholder Policy. Once Council authorizes shareholder action, Council Policy B-123 provides that shareholder documents are executed by the Mayor and Deputy Mayor, or by the Mayor and one Councillor.

The Annual Written Shareholder Resolution address routine annual shareholder business for the Corporation, including the election of directors, appointment of Metrix Group LLP as auditor, and acknowledgement of receipt of the financial statements for the most recent fiscal period. Section 141(1) of the Business Corporations Act (Alberta) permits shareholder resolutions to be passed in writing in lieu of a shareholders' meeting, and JMHC Bylaw No. 1 permits shareholder business to be conducted by written resolution signed by all shareholders.

Receiving documents provides Council and the public with information about the Corporation's governance, financial position, and 2025 activities. The Annual Report includes information about progress made on the

Connaught Below-Market Housing Development during 2025, including the transition from design, permitting, and funder review into active construction. This information is retrospective and should be understood as a summary of the Corporation's 2025 activities, recognizing that the project has continued to advance in 2026. The following highlights from the JMHC 2025 Annual Report are noted for Committee's information:

Annual Report

- JMHC continued to mature its governance processes in 2025, including aligning its fiscal year-end with the Municipality of Jasper and adding JMHC to the Municipality's insurance policy as an additional named insured.
- The Connaught Below-Market Housing Development remained JMHC's primary project focus and advanced from design, permitting, and funder review into active construction in 2025.
- The Connaught project is planned to deliver 40 below-market rental units, including 8 fully accessible one-bedroom units, 16 standard one-bedroom units, and 16 two-bedroom units.
- The Annual Report notes that the project is supported by multiple funding sources, including CMHC, the Government of Alberta's Affordable Housing Partnership Program (AHPP), municipal Housing Accelerator Fund equity, and a Parks Canada land contribution.
- The Annual Report identifies operational readiness as a continuing area of focus, including building management, tenant application processes, occupancy planning, and long-term stewardship of JMHC's first housing asset.

Audit

- The JMHC 2025 financial statements present fairly, in all material respects, the financial position of the corporation in accordance with International Financial Reporting Standards.
- JMHC's total assets increased from $181,016 at the end of 2024 to $8.25 million by December 31, 2025, reflecting progress on the Connaught Below-Market Housing Development.
- Construction in progress reached $4.48 million by year-end.
- The Parks Canada land lease is recognized as a $2.1 million right-of-use asset.
- There are $3.57 million in deferred capital contributions, including the land contribution and funding received through the AHPP.
- JMHC reported an operating deficit of $18,541, primarily related to professional fees associated with governance, financial reporting, and administration.
- Liabilities increased to $4.72 million, primarily reflecting construction costs advanced by the Municipality and statutory construction holdbacks. These balances are associated with the Connaught project and do not create a direct financial implication from the recommendation in this report.

Administration recommends that Council authorize the Annual Written Shareholder Resolution and receive the JMHC 2025 Annual Report and 2025 Audited Financial Statements for information.

Strategic Relevance:

- Invest in practices and processes which support high quality decision making.
- Leverage JMHC to increase supply of below market housing.
- Facilitate development of diverse housing options to meet community needs.

Inclusion Considerations:
The recommendation supports transparent and accountable governance of the Municipality's housing corporation. Effective governance contributes to the continued delivery of housing initiatives that serve a broad range of eligible residents.

Relevant Legislation:
- JMHC Unanimous Shareholders Agreement
- Policy B-123, Jasper Municipal Housing Corporation Shareholder Policy

Financial:
There are no direct financial implications associated with this recommendation.

Attachments:
- Annual Written Shareholder Resolution
- JMHC Annual Report
- JMHC 2025 Audited Financial Statements

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: JULY 9, 2026

BE IT RESOLVED THAT:

1. <u>ELECTION OF DIRECTORS</u>

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
LAURIE RODGER
SERGE MARTIN
KABLE KONGSRUD
MARLISSA MORO
VIRGINILA CEREZO

2. <u>APPOINTMENT OF AUDITOR</u>

Metrix Group LLP be and the same is hereby appointed auditor of the Corporation, to hold office until the next annual meeting of the shareholders of the Corporation unless such auditor is 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.

3. <u>WAIVER / ACKNOWLEDGMENT</u>

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:________________________

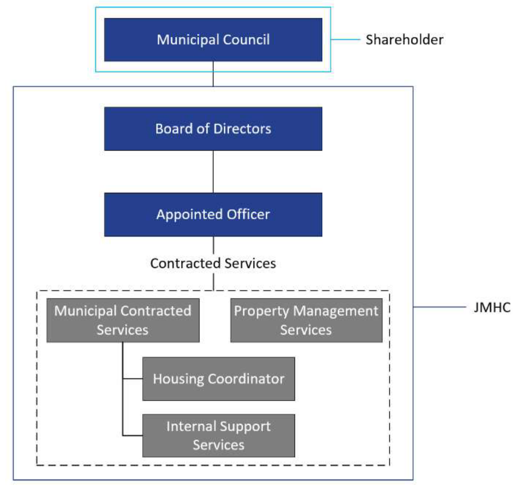
2025 ANNUAL REPORT

Jasper Municipal Housing Corporation

Contents

Organizational Structure and Governance

The Jasper Municipal Housing Corporation is wholly owned by the Municipality of Jasper and is governed in accordance with its Articles of Incorporation, corporate bylaws, and a Unanimous Shareholder Agreement. The Municipality of Jasper Council serves as the sole shareholder and retains all shareholder rights, including the authority to appoint and remove members of the Board of Directors.



The Board of Directors, appointed by Council, provides strategic oversight and direction to the corporation. This governance model ensures that the JMHC remains aligned with municipal priorities while maintaining the autonomy needed to operate effectively in the housing sector.

Through this structure, Council retains full oversight of the corporation while enabling the JMHC to act nimbly and strategically in addressing Jasper's evolving housing needs.

The inaugural meeting of the JMHC Board took place on April 4, 2024.

Directors and Officers

Board Members		Term
Chairperson	Scott Wilson	2 Year Term (March 2026-2028)
Director	Laurie Rodger	Councillor Appointment
Director	Kable Kongsrud	Councillor Appointment
Director	Serge Martin	2 Year Term (March 2026-2028)
Director	Virginila Cerezo	1 Year Term (March 2026-2027)
Director	Marlissa Moro	1 Year Term (March 2026-2027)

Officers	
CEO	Bill Given
Secretary/Treasurer	Leanne Pelletier

Governance

Chairperson's Report – Scott Wilson

2025 was a year of continued governance maturity for JMHC. Following the foundational work completed in 2024, the Board focused on strengthening corporate administration, meeting shareholder and legislative obligations, overseeing the Connaught Below-Market Housing Development, and preparing JMHC for its next stage of evolution: becoming an owner and operator of a housing development.

During the year, the Board addressed several important governance and administrative matters. In February, the Board approved changing JMHC's fiscal year-end to December 31, as recommended by Metrix Group LLP, to align JMHC's financial reporting and audit cycle with the Municipality of Jasper. The Board also approved obtaining insurance coverage for JMHC under the Municipality's insurance policy as an additional named insured, strengthening risk management and corporate continuity.

The JMHC inaugural Annual General Meeting was held on April 15, within the legislative timeline required following incorporation. At its August meeting, the Board received the 2024 Auditor's Report and accepted the financial statements for the year ending December 31, 2024.

The Connaught Below-Market Housing Development remained the Board's primary project focus. The Board approved a revised Phase I project budget of $21,314,551 and by August, the project had advanced to site mobilization following issuance of the building permit. Through the balance of 2025 construction proceeded rapidly under the leadership of our construction partner Scott Builders.

The Board also received updates on Phase II planning, including confirmation of $5.5 million in Alberta Affordable Housing Partnership Program funding and work with Colliers Project Leaders to assess viable development options. In December, the Board received strategic planning tools from Colliers, including a *Real Estate Development Analysis* and a *Land and Asset Acquisition and Evaluation Framework*.

The October 2025 municipal election brought change to the board as founding board members Councillors Rico Damota and Scott Wilson both chose not to seek re-election to municipal Council and public member Laurie Rodger was elected to Council. As a result, after the election the board welcomed Councillors Kabel Kongsrud and Laurie Rodger as new Council appointees.

Looking ahead, the Board's attention will increasingly shift from project construction to operational readiness. With the Connaught project advancing toward completion and occupancy in late 2026 or early 2027 will be a critical transition year for JMHC. The corporation will need to select an operational partner to manage the building and establish a process for accepting tenant applications. This next phase will mark an important milestone for JMHC as it moves from development planning and construction oversight toward the direct delivery of below-market housing for Jasper.

Programming

CEO's Report – Bill Given

2025 was a demanding and productive year for the Jasper Municipal Housing Corporation from an administrative and project delivery perspective. With the corporation's governance foundation in place, the work of administration focused on advancing the Connaught Below-Market Housing Development through design, approvals, funding requirements, and finally into active construction.

A major focus of the year was the work required to finalize federal funding requirements through CMHC. This process was more complex and uncertain than originally anticipated. The federal election and subsequent transition to a new federal government brought changes in priorities, program administration, and timing that were outside JMHC's control. This created a challenging period of uncertainty for the project, particularly as administration worked to maintain project momentum, satisfy funder requirements, and manage construction timing.

Despite these challenges, JMHC achieved a positive result. Administration continued to work through the required documentation, including cost review, energy efficiency, accessibility, affordability, and other funder requirements. This work was essential to advancing the project while protecting the corporation's financial position and ensuring the development remained aligned with the public funding objectives that make below-market housing possible in Jasper.

I want to specifically recognize the work of Leanne Pelletier and Cam Jenkins. Leanne's leadership was central to JMHC's progress throughout the year. She carried a significant administrative and project coordination role, supporting Board reporting, funding requirements, design review, project documentation, and ongoing coordination with partners. Cam Jenkins added important capacity as the project moved into a more active delivery phase, supporting both the Connaught build and JMHC's broader housing work at a critical time.

JMHC also benefited from the strong support of WSP, acting as the owner's representative on the Connaught project. The WSP team provided project management, technical review, coordination, and practical advice that helped JMHC navigate the complexity of delivering a major housing project in Jasper's unique regulatory, construction, and post-wildfire recovery environment.

By the end of 2025, the Connaught project had moved from uncertainty into visible progress on site. That progress reflects the combined efforts of the Board, administration, project partners, funders, WSP and Scott Builders. Looking ahead, administration's focus will increasingly shift toward operational readiness, including building management, tenant application processes, occupancy planning, and the long-term stewardship of JMHC's first housing asset.

Connaught Below-Market Housing Development

The Connaught Below-Market Housing Development is JMHC's first major housing project and remained the corporation's primary development initiative throughout 2025.

The project will deliver 40 new below-market rental units, including:

- **8 fully accessible one-bedroom units,**
- **16 standard one-bedroom units**, and
- **16 two-bedroom units**.

This mix of unit types is intended to support a range of household needs while adding permanent, purpose-built rental housing to Jasper's limited housing supply.

A significant focus of the year was finalizing the funding and affordability framework for the project. The project is supported by multiple public funding sources, including the Canada Mortgage and Housing Corporation's Affordable Housing Fund, the Government of Alberta's Affordable Housing Partnership Program, and municipal Housing Accelerator Fund equity. As part of finalizing the CMHC funding agreement, a portion of the repayable loan was reallocated to forgivable funding, reducing the project's future debt service burden.

Project Budget	
Construction Contract	$18,540,363
Contingency	$1,766,995
Soft Costs	$847,332
Land	$1
Total Budget	**$21,154,691**

Funding Sources	
CMHC Repayable Loan	$9,221,996
CMHC Forgivable Grant	$5,015,035
CMHC Pre-Development	$150,000
Government of Alberta Grant	$6,517,660
Municipal Cash Equity	$250,000
Total Funding	**$21,154,691**

In 2025, the project advanced from design, permitting, and funder review into active construction. Early in the year, administration continued work with Parks Canada on development approvals and land arrangements for Parcel HJ, while also supporting CMHC and Government of Alberta funding requirements. By August, the building permit had been issued and Scott Builders had mobilized to site.

By year-end, construction was progressing through foundational and site development milestones, with grade beams and foundation wall work underway, modular retaining walls nearing completion, and winter construction measures in place. The project schedule anticipates completion in early 2027.

The Connaught project is subject to both provincial and federal affordability requirements. Rents will be set below Median Market Rent (MMR), using CMHC and Government of Alberta data, and tenant eligibility will be guided by income and asset thresholds under AHPP requirements.

Federal & Provincial Median Market Rent (MMR)		
	CMHC	**Government of Alberta**
1Bedroom	$1620	$1632
2 Bedroom	$1784	$1834

AHPP Program Requirements			
Rental Band	**% of Units**	**Income Limits** (by household)	**Asset Limits** (by household)
Minimum - Max 60% of MMR	Min 10%	1bed - $72,500 2 bed - $80,000	$25,000 (vehicle, RRSP, RESP, TFSA)
Mid-Range – 60-90% MMR		1bed - $72,500 2 bed - $80,000	$50,000 (vehicle, RRSP, RESP, TFSA)
Near Market & Market Rent	Max 30%	No Gross Income Limit	No Asset Value Limit

CMHC Requirements
30% of units must be below MMR
80% average affordability level

The project will exceed the minimum CMHC Affordable Housing Fund affordability requirement, with 60% of units below median market rent and an average affordability level of 73%, compared with the CMHC requirement that the average remain below 80%.

In addition to affordability, the project has been designed to meet accessibility, energy efficiency, and long-term resilience objectives. Project planning has included attention to Rick Hansen accessibility standards, energy performance requirements, and opportunities to improve building resilience and operating efficiency. Administration also successfully submitted a funding application through the Municipal Electricity Generation Program to support installation of a 50 kW solar array, which will further improve the building's energy performance and lower ongoing operational costs.

As the project moves through 2026, JMHC's focus will continue to include construction oversight, cost management, funder reporting, and preparation for occupancy. Increasingly, this work will also shift toward operational planning, including building management, tenant application processes, and the long-term stewardship of JMHC's first housing asset.

Financial

Treasurer’s Report – Leanne Pelletier

In 2025, the Jasper Municipal Housing Corporation (JMHC) entered a significant new phase as construction progressed on Phase I of the Connaught Below Market Housing Development. With a total project budget of approximately $21.1 million, JMHC transitioned from organizational start-up to active project delivery. Reflecting this progress, the Corporation's total assets increased from $181,016 at the end of 2024 to $8.25 million by December 31, 2025 and Construction in progress reached $4.48 million.

The audited financial statements also recognize the Parks Canada land lease as a $2.1 million right-of-use asset and record $3.57 million in deferred capital contributions, including both the land contribution and funding received through Alberta's Affordable Housing Partnership Program. These contributions will be recognized as revenue over the life of the related assets.

As construction advanced, liabilities increased to $4.72 million, primarily reflecting construction costs advanced by the Municipality and statutory construction holdbacks. These balances are consistent with a major capital project under construction and will be supported through the JMHC’s committed provincial and federal funding.

JMHC reported an operating deficit of $18,541, consisting primarily of professional fees associated with governance, financial reporting, and administration. This result is expected for an organization that remains in the construction phase and has not yet begun rental operations. Non-cash amortization of deferred capital contributions offset depreciation expense related to the Parks Canada land lease, resulting in no net operating impact from these accounting entries.

In 2025, JMHC also strengthened the long-term vision of the corporation by securing an additional $5.5 million through a subsequent intake of the Government of Alberta's Affordable Housing Partnership Program (AHPP). This funding is intended to support Phase II of the Connaught development, building on the success of the initial 40-unit project and advancing the Corporation's goal of increasing the supply of below-market housing in the community. While planning and design for Phase II will continue as funding and project requirements are finalized, securing this investment represents an important milestone toward expanding affordable housing opportunities and meeting Jasper's long-term housing needs.

Overall, the 2025 financial statements demonstrate a Corporation in a strong financial position as it advances the Connaught development. With major funding commitments secured, construction well underway, and occupancy anticipated in 2027, JMHC is well positioned to deliver high-quality, below-market housing that will support Jasper's long-term housing needs.

2026-27 Budget Forecast and Funding Outlook

The 2026 budget reflects a year of continued investment as the Jasper Municipal Housing Corporation advances construction of the Connaught Below Market Housing Development while planning for future expansion. Capital expenditures will continue to be the Corporation's primary financial focus, with construction activities expected to accelerate through 2026 in preparation for substantial completion and occupancy in early 2027.

Operating expenditures will remain modest during the construction phase and will continue to consist primarily of governance, professional services, project administration, insurance, and financial management. While the Corporation does not expect to generate significant rental revenue during 2026, the budget establishes the financial framework for the transition to operations, with rental income anticipated to become the Corporation's primary ongoing source of operating revenue following tenant occupancy in 2027.

Construction of Phase I is supported through a carefully structured capital stack that combines funding from multiple partners. This includes the Government of Alberta's Affordable Housing Partnership Program, the Canada Mortgage and Housing Corporation's Affordable Housing Fund, a land contribution from Parks Canada, and owner equity provided through the Municipality of Jasper's Housing Accelerator Fund. By layering grants, low-interest financing, land contributions, and equity, JMHC has reduced the amount of debt required to deliver the project while improving its long-term financial viability.

This funding model not only supports the success of the Connaught development but also demonstrates an approach that is likely to be required for future affordable housing projects in Jasper. Given the high cost of development and the need to maintain below-market rents, leveraging multiple funding sources will likely continue to be an important strategy for expanding Jasper's affordable housing supply while maintaining the Corporation's long-term financial sustainability.

Looking beyond the current project, the Corporation enters 2026 with a positive funding outlook. An additional $5.5 million in Affordable Housing Partnership Program funding has been secured to support Phase II of the Connaught development, positioning JMHC to continue expanding Jasper's supply of below-market housing. Other funding, for land and asset acquisition, exists through the municipal HAF agreement.

Through 2026, the Corporation will continue refining Phase II planning, pursuing complementary funding opportunities, and working with its municipal, provincial, and federal partners to advance future housing projects. This forward-looking approach ensures that JMHC remains well positioned to respond to Jasper's long-term housing needs while building on the momentum established through the successful delivery of Phase I.

JASPER MUNICIPAL HOUSING CORPORATION
FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

METRIX GROUP LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of the Jasper Municipal Housing Corporation

Opinion

We have audited the financial statements of the Jasper Municipal Housing Corporation (the Corporation), which comprise the statement of financial position as at December 31, 2025 and the statements of net income and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly in all materials respects, the financial position of the Corporation as at December 31, 2025 and the results of its operations, changes in net financial assets and its cash flows for the period then ended in accordance with International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.

- Evaluate the appropriateness of accounting policies and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date or our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

METRIX GROUP LLP

Chartered Professional Accountants

Edmonton, Alberta
June 25, 2026

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management of the Jasper Municipal Housing Corporation is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with International Financial Reporting Standards. The responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibility for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of the financial statements.

The Board of Directors of the Jasper Municipal Housing Corporation is composed entirely of individuals who are neither management nor employees of the Corporation. The Board of Directors have the responsibility of meeting with management and the external auditors to discuss the internal controls over the financial reporting process, auditing matters, and financial reporting issues. The Board of Directors are also responsible for the appointment of the Corporation's external auditors.

Metrix Group LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the financial statements and report directly to them. The external auditors have full and free access to and meet periodically and separately with the of the Board and management to discuss their audit findings.

Jasper, Alberta
June 25, 2026

Bill Given
Chief Executive Officer

JASPER MUNICIPAL HOUSING CORPORATION

Statement of Financial Position

As at December 31, 2025

		2025	2024
ASSETS			
CURRENT			
Cash		**$ 56**	$ 56
Trades and other receivable	*(Note 4)*	**1,691,133**	8,139
		1,691,189	8,195
PROPERTY AND EQUIPMENT	*(Note 5)*	**6,558,239**	172,821
		8,249,428	181,016
LIABILITIES			
CURRENT			
Trades payable and accrued liabilities	*(Note 6)*	**4,722,854**	210,539
DEFERRED CAPITAL CONTRIBUTIONS	*(Note 7)*	**3,574,638**	-
		8,297,492	210,539
SHAREHOLDER'S EQUITY			
Share capital	*(Note 8)*	**10**	10
Deficit		**(48,074)**	(29,533)
		(48,064)	(29,523)
		$ 8,249,428	$ 181,016

COMMITMENTS *(Note 12)*

SUBSEQUENT EVENTS *(Note 13)*

ON BEHALF OF THE BOARD:

Director

Director

The accompanying notes are an integral part of these financial statements.

JASPER MUNICIPAL HOUSING CORPORATION
Statement of Net Income and Other Comprehensive Income
For The Year Ended December 31, 2025

		2025	2024
REVENUE			
Amortization of deferred capital contributions	(*Note 7*)	**$ 42,163**	$ -
Other		**-**	50
		42,163	50
EXPENSES			
Depreciation of property and equipment	(*Note 5*)	**42,163**	-
Professional fees		**18,541**	17,672
Subcontract services		**-**	11,907
Bank and interest charges		**-**	4
		60,704	29,583
NET INCOME AND COMPREHENSIVE INCOME		**$ (18,541)**	$ (29,533)

JASPER MUNICIPAL HOUSING CORPORATION
Statement of Changes in Shareholder's Equity
For The Year Ended December 31, 2025

	Share Capital	Deficit	Total
Balance, December 31, 2024	**$ 10**	**$ (29,533)**	**$ (29,523)**
Net income and comprehensive income	**-**	**(18,541)**	**(18,541)**
Balance, December 31, 2025	**$ 10**	**$ (48,074)**	**$ (48,064)**
Balance, December 31, 2023	$ 10	$ -	$ 10
Net income and comprehensive income	-	(29,533)	(29,533)
Balance, December 31, 2024	$ 10	$ (29,533)	$ (29,523)

JASPER MUNICIPAL HOUSING CORPORATION
Statement of Cash Flows
For The Year Ended December 31, 2025

	2025	2024
OPERATING ACTIVITIES		
Net income and comprehensive income	**$ (18,541)**	$ (29,533)
Non-cash items included in operating income:		
Amortization of deferred capital contributions	**(42,163)**	-
Depreciation of property and equipment	**42,163**	-
Changes in non-working capital balances:		
Trade and other receivables	**(1,682,994)**	(8,129)
Trades payable and accrued liabilities	**4,512,315**	210,539
	2,810,780	172,877
INVESTING ACTIVITIES		
Purchase of property and equipment	**(6,427,581)**	(172,821)
Right-of-use asset contribution	**2,125,000**	-
Government assistance for capital utilized	**1,491,801**	-
	(2,810,780)	(172,821)
CHANGE IN CASH DURING THE YEAR	**-**	56
CASH - BEGINNING OF YEAR	**56**	-
CASH - END OF YEAR	**$ 56**	$ 56

1. NATURE OF OPERATIONS

Jasper Municipal Housing Corporation (the "Corporation") was incorporated under the *Business Corporations Act* of the Province of Alberta on October 20, 2023. The Corporation's primary purpose is to advance the development of affordable housing in Jasper.

The Corporation's principal place of business is:

Jasper Municipal Housing Corporation
303 Pyramid Lake Road
Jasper, AB T0E 1E0

The common shares of the Corporation are wholly owned by the Municipality of Jasper.

2. BASIS OF PRESENTATION

a) Statement of Compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and interpretations issued by the International Financial Reporting Interpretation Committee (IFRIC).

The financial statements were authorized for issue by the Board of Directors on June 25, 2026.

b) Basis of Measurement

The financial statements have been prepared using the historical cost basis. The significant accounting policies are outlined in Note 3.

c) Functional Currency

The financial statements are presented in Canadian dollars, which is the Corporation’s functional currency.

3. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies used in the preparation of these financial statements are summarized below. These accounting policies have been applied consistently to all periods presented in these financial statements.

a) Government Grants

The Corporation recognizes unconditional government grants in profit or loss when the grant becomes receivable.

Government grants are not recognized until there is reasonable assurance that the Corporation will comply with the conditions attaching to them and that the grants will be received.

(CONT'D)

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Government grants are recognized in profit or loss on a systematic basis over the periods in which the Corporation recognizes as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Corporation should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognized as deferred revenue in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Corporation with no future related costs are recognised in profit or loss in the period in which they become receivable

b) Income Taxes

Under the *Income Tax Act* (Canada), a municipally owned corporation is subject to income tax on its taxable income if the income from activities for any relevant period that was earned outside the geographical boundaries of the municipality exceeds 10% of the Corporation's total income for that period.

c) Financial Instruments

Recognition and derecognition

Financial assets and financial liabilities are recognized when the Corporation becomes a party to the contractual provisions of the financial instruments.

Financial assets are derecognized when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognized when it is extinguished, discharged, cancelled or expires.

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are classified into one of the following categories:

- Amortized cost
- Fair value through profit or loss (FVTPL), or
- Fair value through other comprehensive income (FVOCI).

In the periods presented the Corporation does not have any financial assets categorised as FVTPL or FVOCI.

The classification is determined by both:

- The entity’s business model for managing the financial asset, and
- The contractual cash flow characteristics of the financial asset.

(CONT'D)

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

All revenue and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Subsequent measurement of financial assets

Financial assets at amortized cost

Financial assets are measured at amortized cost if the assets meet the following conditions (and are not designated as FVTPL):

- They are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows, and
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortized cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets held within a different business model other than "hold to collect" or "hold to collect and sell" are categorised at FVTPL. Further, irrespective of the business model used, financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVTPL.

Assets in this category are measured at fair value with gains or losses recognized in profit or loss. The fair values of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists.

Financial assets at fair value through other comprehensive income (FVOCI)

The Corporation accounts for financial assets at FVOCI if the assets meet the following conditions:

- They are held under a business model whose objective is “hold to collect” the associated cash flows and sell, and
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Any gains or losses recognised in OCI will be recycled upon derecognition of the asset.

d) Property and Equipment

Property and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment loss. Cost includes expenditures that are directly attributable to the acquisition of the asset.

As at December 31, 2025, the Corporation has acquired property and equipment that are not yet available for use and, accordingly, no depreciation has been charged. Depreciation will commence when the assets are available for use and will be calculated on a straight-line basis over the estimated useful lives of the assets.

(CONT'D)

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The assets' residual values, useful lives and depreciation methods are reviewed at each financial year-end and adjusted if appropriate.

Gains or losses arising on the disposal of property and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss.

At each reporting date, the Corporation assesses whether there is any indication that an asset may be impaired. If such indication exists, the recoverable amount of the asset is estimated and any impairment loss is recognised.

e) Leases

At inception of a contract, the Corporation assess whether a contract is or contains a lease at the inception of a contract. A lease conveys the right to direct the use and obtain substantially all of the economic benefits of an identified asset for a period of time in exchange for consideration.

As a Lessee

At least commencement, the Corporation recognizes a right-of-use asset ("ROU asset") and a lease liability in its statement of financial position. The ROU asset is measured at cost, which is made up of the initial measurement of the lease liability. The lease liability is initially measured at the present value of the future unavoidable lease payments under the contract, discounted using the interest rate implicit in the lease contract. Where the implicit rate is not readibly determined, the Corporation uses the incremental borrowing rate available. Lease payments consist of any direct costs incurred by the Corporation, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received). Subsequently, the lease liability is measured at amortized cost, using the effective interest method.

Where a lease is entered into for nominal consideration, no lease liability is recognized. In such circumstances, an ROU asset is initially measured at its fair value at the commecement date and is recognized as a government grant. The government grant is initially measured as deferred contributions and is subsequently recognized in profit or loss on a systematic basis over the lease term, consistent with the pattern of consumption of the economic benefits of the underlying asset.

The Corporation depreciates the ROU asset on a straight-line basis from the lease commencement date to the earlier of the the end of the useful life of the ROU asset or the end of the lease term. The Corporation also assess the ROU asset for impairment when such indicators exist.

f) Standards and Interpretations Not Yet Applied

A number of new standards, amendments to standards and interpretations of standards have been issued by the IASB and the IFRIC, the application of which is effective for periods beginning on or after January 1, 2025 which are not effective for these financial statements. The Corporation does not expect the implementation of these new accounting pronouncements to have a material impact on its accounting policies.

4. TRADE AND OTHER RECEIVABLES

	2025	2024
Due from Provincial government	**$ 1,491,801**	$ -
Goods and Services Tax recoverable	**199,332**	8,139
	$ 1,691,133	$ 8,139

5. PROPERTY AND EQUIPMENT

	Right of Use Asset[1]	Construction in Progress[2]	Total
COST			
Balance, January 1, 2025	$ -	$ 172,821	**$ 172,821**
Acquired	2,125,000	4,302,581	**6,427,581**
Balance, December 31, 2025	2,125,000	4,475,402	**6,600,402**
ACCUMULATED DEPRECIATION			
Balance, January 1, 2025	-	-	**-**
Depreciation	42,163	-	**42,163**
Balance, December 31, 2025	42,163	-	**42,163**
NET BOOK VALUE	$ 2,082,837	$ 4,475,402	**$ 6,558,239**

	Right of Use Asset[1]	Contribution in Progress[2]	Total
COST			
Balance, January 1, 2024	$ -	$ -	**$ -**
Acquired	-	172,821	**172,821**
Balance, December 31, 2024	-	172,821	**172,821**
NET BOOK VALUE	$ -	$ 172,821	**$ 172,821**

(1) During 2025, the Corporation recognized a right-of-use assets for the land lease with Parks Canada. The right-of-use asset represents the right to use the land under the lease and is recorded at the market value of the land, which has been recognized as a contribution from Parks Canada. The contribution has been recorred as a deferred capital contribution in Note 7.

(2) Construction in progress is comprised of expenditures for the Connaught Below Market Housing Development. No depreciation is recorded for construction in progress assets.

6. TRADES PAYABLE AND ACCRUED LIABILITIES

	2025	2024
Due to Municipality of Jasper	**$ 4,333,682**	$ 183,505
Holdbacks payable	**374,172**	10,034
Trades payable and accrued liabilities	**15,000**	17,000
	$ 4,722,854	$ 210,539

7. DEFERRED CAPITAL CONTRIBUTIONS

	2025	2024
Parks Canada Contribution[1]	**$ 2,082,837**	$ -
Affordable Housing Partnership Program	**1,491,801**	-
	$ 3,574,638	$ -

(1) During 2025, the Corporation entered into a land lease with Parks Canada for the purposes of providing affordable housing for a term of 42 years for a nominal fee. A right-of-use asset has been recorded at the market value of the land, is recognized as a deferred capital contritbuion from Parks Canada, and is being amortized over the lease term. In 2025, the Corporation recognized $42,163 (2024 - $NIL) in amortized deferred capital contributions.

8. SHARES CAPITAL

Authorized:

- Unlimited class "A", B", "C", common voting shares
- Unlimited class "D", "E", "F", common non-voting shares
- Unlimited class "G", "H", "I", preferred non-voting share, redeemable and retractable shares

Issued:

	2025	2024
100 - Class A common shares	**$ 10**	$ 10

9. RELATED PARTY BALANCES AND TRANSACTIONS

Municipality of Jasper

The following tables summarize the related party transactions between the Corporation and the Municipality of Jasper (the "Municipality").

	2025	2024
Expenses		
Offsite levies	**$ 66,210**	$ -

In 2025, the Corporation paid offsite levies related to the construction of the Connaught Below Market Housing Development in the amount of $66,210 to the Municipality.

10. ECONOMIC DEPENDENCE

The Corporation is economically dependent on the Municipality of Jasper (the "Municipality"), which is the Corporation's sole shareholder. The Municipality provides significant administrative and operational support to the Corporation, including but not limited to finance, human resources, information technology, and other services. These services are provided from the Municipality to the Corporation at no charge.

As a result of this relationship, the Corporation is dependent on continued support of the Municipality to carry out its activities. Should the Municipality significantly reduce or discontinue this support, the Corporation's adbility to operate may be adversely affected.

11. FINANCIAL RISK MANAGEMENT

The Corporation's financial instruments consist of cash, trades and other receivables, and trades payable and accrued liabilities. It is management's opintion that the Corporation is not exposed to significant market, credit, or other price risks arising from these financial instruments.

Liquidity Risk

Liquidity risk is the risk that the Corporation will encounter difficulty in meeting obligations associated wtih financial liabilities. Liquidity risk arises from the Corporation's limited and uncertain cash inflows, as revenue is primarily restricted to government grants that re subject to approval and timing delays. As a result, the Corporation is dependent on financial support from its shareholder to meet ongoing operational and capital obligations.

Management manages liquidity risk by closely monitoring cash flow forecasts and funding requirements to ensure sufficient liquidity is available to meet obligations as they come due. This includes actively managing the timing of expenditures, maintaining regular communication with funding agencies regarding the status and timing of government grants, and relying on shareholder support as needed. Management is also pursuing external financing arrangements to diversify funding sources and reduce reliance on shareholder advances over the longer term.

(CONT'D)

11. RISK MANAGEMENT (CONT'D)

The undiscounted cash flow requirements and contractual maturities of the Corporation's financial liabilities as at December 31, 2025 are as follows:

	2026	2027	2028	2029	2030	2031 Thereafter	Total Contractual Cash Flows
Due to MOJ[1]	$ 4,333,682	$ -	$ -	$ -	$ -	$ -	**$ 4,333,682**
Holdbacks payable	374,172	-	-	-	-	-	**374,172**
Trade and other payables	15,000	-	-	-	-	-	**15,000**
	$ 4,722,854	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,722,854**

[1] Amounts payable to the Municipality of Jasper have no fixed terms of repayment.

Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

12. COMMITMENTS

The Corporation has entered into a construction contract related to the Connaught Below Market Housing development (the "Project"). As at year-end, contractual commitments of $14,314,876 (2024 - $15,940,309) have not yet been recognized in the financial statements. These commitments relate to construction and other development costs required to completed the Project, which is anticipated to be completed by January 2027.

13. SUBSEQUENT EVENTS

On March 3 2026, the Government of Canada announced funding support to the Corporation to finance the construction of the Connaught Below Market Housing development. The funding support will be received in the form of loans with the Canada Mortgage and Housing Corporation. $14.2 million in funding will be provided through a combination of a repayable loan and a forgivable loan. The loans are provided to supplement the funding received from the Government of Alberta via the Affordable Housing Partnership Program.

(CONT'D)

MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)	STATUS
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.	**July 2026**	
Recovery Advisory Committee Terms of Reference	**November 18, 2025**	**Director of Recovery**	That Committee direct Administration to return to a future Committee of the Whole meeting with recommendation regarding potential amendments to the Terms of Reference for the Recovery Advisory Committee.	**July 2026**	Recommended to be deferred to August 2026
Royal Canadian Legion Branch #31	**November 18, 2025**	**Director of Community Development**	That Committee direct Administration to work with the Legion to develop a way forward regarding the Jasper Cenotaph and return to a future Committee of the Whole meeting with recommendations.	**July 2026**	
Tax Policy – Principles & Engagement Approach	**February 10, 2026**	**CAO and Director of Finance & Administration**	That Committee direct Administration to undertake the engagement process, as discussed, on the proposed areas of focus and guiding principles for a Tax Policy and return to a future meeting.	**September 2026**	
2027 Paid Parking Program	**March 10, 2026**	**Director of P&L Services and Director of F&A**	That Committee direct Administration to explore the feasibility of a year-round visitor paid parking program; including potential winter operating models, and to engage with the community and report back at a future Committee o meeting.	**September 2026**	
Dishware at Multi Purpose Hall	**March 24, 2026**	**Director of Community Development**	That Committee direct Administration to return to a future Committee of the Whole meeting with a recommendation regarding the dishware in the Multi-purpose Hall at the Jasper Activity Centre.	**August 2026**	

Unsolicited Donations	**March 24, 2026**	**CAO and Director of Finance & Administration**	That Committee refer the issue of the allocation of any future unsolicited donations to a future Committee of the Whole meeting.	**July 2026**	
Canada Day	**April 28, 2026**	**Director of Community Development**	That Committee direct Administration to bring forward a report to discuss future municipal involvement in organizing Canada Day events, prior to the 2027 budget discussions.	**August 2026**	
Green Space Vision Plan	**May 12, 2026**	**Director of Urban Design & Standards**	That Committee direct Administration to refer the financial costs and available grant funding for the preparation of a new plan for green spaces to the 2027 budget discussion.	**October 2026**	
Jasper Economic Impact & Opportunity Assessment	**June 9, 2026**	**CAO**	That Committee direct Administration to return to a future Committee of the Whole meeting prior to 2026 budget presentations with a report identifying opportunities for Council and the Municipality to support the recommendations and strategic actions in the report presented today.	**October 2026**	
External Funding Trends & Community Outreach Services Capacity	**June 9, 2026**	**Director of Community Development**	That Committee direct Administration to report on options to maintain community social service levels as part of 2027 budget deliberations.	**October 2026**	
Jasper Park Cycling Association	**June 23, 2026**	**Director of Community Development**	That Committee direct Administration to bring a report back with options for the Jasper Park Cycling Association to a future Committee of the Whole meeting before the end of August 2026.	**August 2026**	
Jasper Recovery Coordination Centre Year 2 Progress Report	**June 23, 2026**	**Director of Recovery**	That Committee direct Administration to make amendments to the Jasper Recovery Coordination Centre Year 2 Progress Report for presentation at a future meeting.	**July 2026**	
Jasper Transit Business Planning	**June 23, 2026**	**Director of Operations**	That Committee direct Administration to incorporate the following expansion options into the 2026 - 2031 Transit business plan and return prior to budget: • Summer frequency increase; • Year-round townsite service by fixed route; • Winter service span increase; and • Marmot Basin winter service.	**October 2026**	

Arnica Avenue Servicing Cost Recovery Policy	**June 23, 2026**	**Director of Finance & Administration**	That Committee direct Administration to develop an Arnica Avenue Servicing Cost Recovery Policy and return to a future meeting.	**September 2026**	
Rural Renewal Program	**July 7, 2026**	**CAO**	That Council direct Administration to return to a future Committee meeting with a report on the Rural Renewal Program; including recommendations, before the annual Organizational meeting.	**September 2026**	
Library & Cultural Centre Anniversary	**July 7, 2026**	**Director of Community Development**	That Council refer the request for support for the Library & Cultural Centre anniversary to Administration to report back to Council.	**August 2026**	
Records Retention and Disposition Bylaw	**July 7, 2026**	**Director of Protective & Legislative Services**	That Council direct Administration to amend Bylaw #285 by adding a definition for a municipal record. That Council direct Administration to review 7.2 in its entirety for appropriate verbiage.	**August 2026**	