

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
February 13, 2024 | 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 Wilson to chair meeting

**2. Additions to agenda**

**3. Approval of agenda**

3.1 February 13, 2024 Committee of the Whole agenda attachment

**4. January 23, 2024 Committee of the Whole minutes – not yet approved** attachment

4.1 Business arising from minutes

**5. Delegations**

5.1 Crisis Team Jasper Society – Lisa Darrah attachment

**6. Correspondence**

6.1 Parks Canada, Transit Extension Request attachment

6.2 Jasper United Church, Utility Fee Waiver Request attachment

6.3 RCMP Quarterly Report attachment

**7. New business**

7.1 Derelict Properties on Connaught Drive – Councillor Melnyk verbal

7.2 Destination Stewardship Plan Alignment Review attachment

7.3 Paid Parking 2024 attachment

7.4 Jasper Municipal Housing Corporation Resolutions attachment

7.5 Community & Economic Development Fund Policy Review attachment

7.6 Childcare Space Creation Funding Advocacy Request for Decision  
to Alberta Municipalities Spring Municipal Leaders’ Caucus attachment

**8. Motion Action List** attachment

**9. Councillor upcoming meetings**

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

**10. Upcoming events**

Jasper Park Chamber of Commerce General Meeting – 7:30am, February 21, Wicked Cup

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

Municipality of Jasper  
**Committee of the Whole Meeting Agenda**  
February 13, 2024 | 9:30 am  
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[Coldest Night of the Year](#) – 4:00-7:00pm, February 24, Jasper Activity Centre  
Strategic Priorities Review – February 29 to March 1, Pyramid Lake Lodge

**11. In-Camera**

11.1 Jasper Municipal Housing Corporation Director Selection FOIP s. 19(1)

**12. Adjournment**

Municipality of Jasper  
**Committee of the Whole Meeting Minutes**  
 Tuesday, January 23, 2024 | 9:30am  
 Jasper Library and Cultural Centre, Quorum Room

Virtual viewing and participation	Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through Zoom livestreaming and in person attendance.		
Present	Mayor Richard Ireland, Deputy Mayor Scott Wilson, Councillors Rico Damota, Helen Kelleher-Empey, Kathleen Waxer, Wendy Hall, and Ralph Melnyk		
Absent	none		
Also present	Bill Given, Chief Administrative Officer Natasha Malenchak, Director of Finance & Administration Christopher Read, Director of Community Development Mathew Conte, Jasper Fire Department, Fire Chief Lisa Daniel, Childcare Services Manager Leanne Pelletier, Municipal Housing Coordinator Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator Pattie Pavlov & Sandra Coombe, Jasper Park Chamber of Commerce Peter Shokeir, The Fitzhugh Bob Covey, The Local 31 observers		
Call to Order	Deputy Mayor Wilson called the January 23, 2024 Committee of the Whole meeting to order at 9:30am.		
Additions/ deletions to the agenda #31/24	MOTION by Councillor Kelleher-Empey that Committee add the following items to the January 23, 2024 Committee of the Whole meeting agenda: <ul style="list-style-type: none"> <li>• 7.7 Crosswalks near School Zones</li> <li>• 7.8 Update on information request from Provincial Government</li> <li>• 10.1 In-camera item - Intergovernmental Matters FOIP s. 21(1)(a)(i)</li> </ul>		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Approval of agenda #32/24	MOTION by Councillor Hall that Committee approve the agenda for the January 23, 2024 Committee of the Whole meeting as amended.		
	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Business arising from January 9, 2024 minutes	none		

Delegations – Jasper Park Chamber of Commerce      Pattie Pavlov, Executive Director of Jasper Park Chamber of Commerce, shared concerns regarding the Public Transit Services and asked for any updates that could be shared with the public regarding future grants and projects. Ms. Pavlov did note that many concerns were addressed in the Transit Service Update report which is part of today’s agenda package.

Correspondence      none

Transit Service Standards      Councillor Waxer shared her concerns with Transit Service standards and vulnerable residents.

Transit Service Update      Committee received an update from Administration regarding the Transit Service. CAO Bill Given shared information on major projects, grant funding, service statistics, and ongoing work with communications and engagement.

Recess      Deputy Mayor Wilson called a recess from 10:53am to 11:36am to allow for the Special Council meeting which was called on January 16, 2024 at the Regular Council meeting.

Transit Service Update continued      The meeting resumed with a discussion on policy development for transit service standards. Deputy Mayor Wilson offered attendees in the gallery a chance to speak to the Transit Service update. Sandra Coombe, of the Jasper Park Chamber of Commerce, took the opportunity to ask questions and share her concerns.

#38/24      MOTION by Councillor Hall that Committee receive the Transit Service Update (September to December 2023) for information; and

That Committee direct Administration to develop a Transit Service Standards Policy and return to a future Committee of the Whole meeting.

FOR  
7 Councillors

AGAINST  
0 Councillor

CARRIED

Recess      Deputy Mayor Wilson called a recess from 12:15pm to 1:15pm.

Crisis Team Jasper Society (CTJS) Funding Agreements      Committee received a report from Administration with draft funding agreements with CTJS for consideration. Director of Community Development, Christopher Read, reviewed the history of crisis intervention services in Jasper.

#39/24      MOTION by Mayor Ireland that Committee authorize Administration to enter into an F-104 Funding Agreement with the Crisis Team Jasper Society for After-Hours Crisis Response, substantially in the form presented and adjusted at the Committee of the Whole meeting on January 23, 2024.

FOR  
3 Councillors  
(Ireland, Waxer, Melnyk)

AGAINST  
4 Councillors

DEFEATED

#40/24	MOTION by Mayor Ireland that Committee authorize Administration to enter into F-104 Funding Agreements with the Crisis Team Jasper Society for Development and Implementation of a Crisis Team Advocate Recruitment and Training Program, substantially in the form presented at the Committee of the Whole meeting January 23, 2024.	FOR 6 Councillors	AGAINST 1 Councillor (Damota)	CARRIED
Meeting Extension #41/24	MOTION by Councillor Melnyk at 2:59pm that Committee extend the January 23, 2024 Committee of the Whole meeting beyond four hours.	FOR 7 Councillors	AGAINST 0 Councillors	CARRIED
Recess	Deputy Mayor Wilson called a recess from 2:59pm to 3:09pm.			
Child Care Advocacy	Director of Community Development, Christopher Read, and Childcare Services Manager, Lisa Daniel, presented a report to Committee on child care capacity and affordability in Jasper. Along with recommendations for moving forward, they also provided updates on the Government of Alberta announcing new affordability grant rates in December 2023 and the effects of these changes.			
#42/24	MOTION by Councillor Damota that Committee recommend Council approve the Early Learning and Child Care bilateral agreement advocacy approach as presented.	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Affordable Housing Advocacy	Committee received recommendations from Administration regarding affordable housing advocacy for Jasper. Mr. Given and Municipal Housing Coordinator, Leanne Pelletier shared information on the Core Needs Income Threshold used by the Alberta Community Housing program to determine an applicant's eligibility for affordable housing.			
#43/24	MOTION by Councillor Kelleher-Empey that Committee recommend Council authorize the Mayor to write a letter to the Minister of Alberta Seniors, Community and Social Services requesting that the Government of Alberta affordable income thresholds for Jasper be increased to match those of Banff beginning in 2024.	FOR 7 Councillors	AGAINST 0 Councillor	CARRIED
Jasper Municipal Housing Corporation Shareholder Policy	Committee received a draft Jasper Municipal Housing Corporation Shareholder Policy from Administration for consideration.			
#44/24	MOTION by Councillor Melnyk that Committee recommend Council approve the Jasper Municipal Housing Corporation Shareholder Policy as presented.			

FOR 7 Councillors                      AGAINST 0 Councillor                      CARRIED

Crosswalks near School Zones #45/24                      MOTION by Councillor Damota that Committee refer the matter of pedestrian safety at the crosswalks on Bonhomme Street adjacent to the sports fields and the Southview Co-ops to the Traffic Advisory Committee.

FOR 7 Councillors                      AGAINST 0 Councillor                      CARRIED

Update on Province's Information Request                      The Province of Alberta has asked all municipalities to report on agreements they have with the federal government. Committee requested an update from Administration on this task. Mr. Given has met with representatives of the Provincial Government and the CAO of Banff to clarify the scope of what information is required.

Motion Action List                      Administration reviewed the Motion Action List.

#46/24                      MOTION by Councillor Hall that Committee approve the updated Motion Action List with the removal of the following items:

- Child Care Advocacy
- Hakone, Japan Initiatives
- Crisis Team Jasper Society

And date changes for the following item:

- Paid Parking Correspondence

FOR 7 Councillors                      AGAINST 0 Councillors                      CARRIED

Councillor upcoming meetings                      Councillor Kelleher-Empey will be attending a meeting of the Trans Canada Yellowhead Highway Association this Friday.

Councillor Damota asked Committee if the next Legislative Committee meeting had been rescheduled. No decision has been reached.

Mayor Ireland and Mr. Given have a meeting with ATCO Electric scheduled for this Friday.

Mayor Ireland and Mr. Given will be meeting on Monday with their counterparts from Banff, Canmore, Drumheller, and Sylvan Lake to discuss the resort status initiative.

Councillor Hall and Councillor Melnyk attended a session with Community Futures West Yellowhead this past Thursday in Hinton.

Councillor Hall has training with the Yellowhead Regional Library this Monday.

Upcoming Events                      Council reviewed a list of upcoming events.

In-camera  
#47/24

MOTION by Councillor Kelleher-Empy to move in-camera at 4:04pm to discuss added agenda item:

- 10.1 Intergovernmental Matter FOIP s. 21(1)(a)(i)

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Move out of  
camera  
#48/24

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

MOTION by Councillor Melnyk to move out of camera at 4:33pm.

FOR	AGAINST	
6 Councillors	0 Councillors	CARRIED

Councillor Damota was absent for the vote

Adjournment  
#49/24

MOTION by Councillor Hall that, there being no further business, the Committee of the Whole meeting of January 23, 2024 be adjourned at 4:33pm.

FOR	AGAINST	
6 Councillors	0 Councillors	CARRIED

Councillor Damota was absent for the vote.



November 7th, 2024

Thank you for the opportunity to submit this briefing package and to present to Council on February 13th.

Jasper Victim Services Society has changed its name officially to Crisis Team Jasper Society. We prefer to go by the Crisis Team!

The Crisis Team preferred to submit the following reporting requirements for the 2022-2023 funding allocation as our total briefing package. The F-104 form is used by administration as an agreement between the Municipality and the organizations that are successful in receiving an allocation of municipal funds. Uncertain if Council has received a final report on behalf of the Crisis Team since 2021, we thought it was important to submit this as top priority. The reports identify outcomes that will satisfy the funding requirements you expected and explain any unforeseen changes in service provision. The hope is that Council will read through this report and conclude that the Crisis Team continually meets and exceeds the terms of the original contract for 2022 and 2023. The goal is that Council will identify that the allocated monies for 2022-2023 were used in those years to provide service. Outcomes include one on one support services, training advocates and overall crisis response client work all of which were significant.

The Crisis Team would also like to alert Council of the Rural Municipalities of Alberta document that is attached for your review. The provincial government plans to regionalize Victim Services.

As well, before the February 13th meeting it may be informative to review the Jasper Victim Services Society's presentation to Council on November 9th, 2021. In this presentation there is a lengthy discussion with the current Council regarding the concern that changes to Victim Services structures appear to be in the future and that very little information is being divulged by the provincial government on what changes are forecasted across the province.

The Crisis Team learned from Hinton Support Services Society and the Bow Valley Victim Services Society that they will no longer be housed out of the RCMP detachment therefore rendering them severely dysfunctional due to no RCMP



referrals. Bow Valley Victim Services Unit communicated that, September 31st is when the provincial government has planned that the new centralized program will be implemented in its entirety. Hinton Support Services Society and Bow Valley Victim Services Society both communicated that April 1st will see the first changes in service provision. Both organizations communicated that at this time, they have received no communication from the provincial government on what this new model will look like however Bow Valley Victim Services communicated that the use of volunteers will be limited and the head office for Banff/Canmore will be in Airdrie.

The Crisis Team is ready to ebb & flow, and react swiftly to sudden changes in 2024 therefore we wish for our F-104 for 2024 to include terminology that has an element of operational flexibility. This flexibility is strictly logistical and will not change the outcomes agreed to.

The Crisis Team appears to be ahead of the game due to the foresight of the 2021 Jasper Victim Service Society Board of Directors and the contractor at the time. The Crisis Team is already flying solo and is on a positive trajectory to ensure the community of Jasper remains at the cutting edge of Crisis Response Services that align with Council's Strategic Priorities in Community Health.

Thank you to Council for your continued support to ensure the mental health and well-being of residents and visitors remains innovative and uninterrupted. Upon reading this document, our hope is that Council will conclude, **there has never been a better time to support the Crisis Team!**

Yours Truly,

Crisis Team Jasper Society



## Partnership Funding Agreement (Policy F-104)

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### **This agreement sets out the agreed upon partnership between:**

1. The Municipality of Jasper (MOJ)
2. The Jasper Community Team Society (JCTS)

### **Agreement Term:**

This agreement begins on December 1, 2023 and ends on December 31, 2023.

### **The Municipality of Jasper will:**

1. Provide one point of contact for the JCTS to support the partnership: *Christopher Read*
2. Welcome the expertise, innovation, creativity, and commitment of the JCTS.
3. Actively support JCTS in public communications.
4. Provide a one-time grant of \$12,500 for 2023
5. Receive and review a report on funded activities per schedule A.

### **The Jasper Community Team Society will:**

1. Provide one point of contact for the MOJ to support the partnership: *Erin Toop, Chair*
2. Undertake the activities as described in Schedule A.
3. Participate regularly (minimum quarterly) in the Adult [Community Conversations](#).
4. Actively support the MOJ in all public communications.
5. Promote *public* JCTS programs using the online calendar function of the MOJ website.
6. Acknowledge the support of the MOJ in media/advertising/promotion as appropriate.

## Schedule A – Background and Key Deliverables

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### **Background:**

Excerpt from a letter from JCTS c/o Crisis Team to municipal council:

*re: Request for Municipal Funding To our Mayor and Town Council of Jasper*

*Jasper Crisis Team is requesting support from the Municipality of Jasper, and would like to be considered for the upcoming budget discussions.*

*I am reaching out to you all on behalf of Jasper Community Team Society (JCTS). Jasper Community Team Society was established in 2004, the JCTS is a registered, non-profit organization dedicated to supporting*

programs and events that encourage community connection and well-being. In 2021, JCTS partnered with Jasper Victim Services, and created the Jasper Crisis Team Fund. The Jasper Crisis Team Fund was created to support victims of trauma in times of crisis. This fund allows for immediate action to be taken to support those in need following a traumatic or crime related event. This fund was originally created to work alongside Victim Services, to give victims the best possible support, as Victim Services has a very specific mandate to help victims of crime. In 2022, Jasper Victim Services went through a change in structure, which gave JCTS the responsibility of operating The Crisis Team fund. Since that change, Hinton Victim Services has taken over operations within Jasper to assist victims of crime, but due to the strict rules around victim services, this leaves a gap in our community. This is the gap the JCTS is working to bridge. Currently, The Crisis Team has contracted Lisa Darrah as our program coordinator. We are working closely with Community Outreach Services, and Jasper emergency services in order to ensure that victims of trauma have immediate access to things such as accommodation, transportation, and other basic needs. The reason that the Crisis Team is so important in Jasper, is because it is flexible in its mandate to support victims of trauma. We are able to ebb and flow in order to fill any gaps as crisis arise. We as community members and Crisis Team advocates have the ability to decide what is immediate and what is a priority. The purpose of The Crisis Team is to support the unsupported. Crisis Team has accepted recent referrals from COS, the hospital, the fire department, as well as local businesses over the last several months.

What JCTS is hoping to do with The Jasper Crisis Team Fund, is to one day go one step further. We are looking to bring on volunteer advocates in order to provide that emotional support portion to these victims of trauma. With that as our goal, this will require more funding in order to provide initial and ongoing training to our volunteers. As we are rebuilding, restructuring, and trying to increase our services, we are requesting that the Municipality of Jasper to approve funding to The Crisis Team in the amount of \$12,500 for the 2023 budget. **JCTS is also asking for the release of the \$12,500 that was already approved in the 2022 budget for crisis response to assist in setting up, and to maintain this needed service in our community.** The Municipality of Jasper has always been paramount in providing financial assistance to victims of trauma in the past, and we ask that you continue to provide that assistance to allow our program to be sustainable. Thank you so much for taking the time to read this request.

On behalf of the Jasper Community Team Board of Directors,

Kelly Dawson

## **Schedule B - Funding**

\$12,500 for 2023

Total funding of \$12,500

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Comments in red are Crisis Team comments to the recent 2023 F-104 agreement along with the Crisis Team answers to the questions that satisfy the final reporting requirements. Municipal Administration has not received a Crisis Team funding report since 2021. The Crisis Team Coordinator has completed these missing reports using the standard F-104 document. The following items are available for your review:

1. F-104 report for 2022 detailing outcomes that satisfy the funding requirements of that year.
2. F-104 report for 2023 detailing outcomes that satisfy the funding requirements of that year.
3. F-104 agreement for 2024 detailing outcomes agreed to by the Crisis Team and the Municipality.
4. Crisis Team projected budget for 2024.

\$12,500 for 2022

\$12,500 for 2023

\$12,500 for 2024

Total Funding of \$37,500

## Reporting

Interim check-ins by phone: March, June of each year.

- The Crisis Team did not participate in interim check-ins. The above timeframe identifies the municipal point of contact and the Jasper Community Team Society Chair designated to the “check-in by phone” meetings. Any questions or concerns with regards to the progress associated with the terms of the funding agreement would be addressed and mitigated on those calls. These check-ins are in place to help ensure common goals and expectations are being met along the way.

Progress report shared at monthly JCTS Board Meeting

- The Crisis Team Coordinator submitted reports to the JCTS. Outcomes that satisfy the funding agreement outlined in the F-104 are detailed in these reports.

Final report is due: December 31, 2023 (template attached to contract as Appendix A)

- The Crisis Team (JVSS) did not submit a final report from Aug -Dec.
- It is uncertain by this writer if the JCTS submitted a report from Jan-July.
- Communication from the municipal point of contact was that the JCTS would report from Jan-July and the Crisis Team (JVSS) would report Aug- Dec since the Crisis Team (JVSS) was the contract holder for the latter part of the year. The Crisis Team Coordinator initiated a request to meet with the municipal point of contact on December 20th,2023 to discuss the F-104 final reporting requirement. In the meeting it was communicated that the 2023 F-104 had dissolved. The Crisis Team was not required to provide a 2023 year end report. It was suggested that the Crisis Team focus on the 2024 budget year and create a presentation to council. Support and advice was given. The Crisis Team Board of Directors scheduled a date to present to Council.
- February 13th, 2024 Crisis Team is scheduled to present to Council.

## Signed:

Date: \_\_\_\_\_ day of \_\_\_\_\_, 2023

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Municipality of Jasper

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Jasper Community Team Society  
Co-Chair

## Appendix A – Final Report

**Activity 1:** JCTS (c/o Crisis Team) *is also asking for the release of the \$12,500 that was already approved in the 2022 budget for crisis response to assist in Setting up, and to maintain this needed service in our community.*

### **How did the activity go?**

*Describe what you did and how it went.*

Note: No reports were submitted on behalf of the Crisis Team for the 2022/2023 funding terms. We have provided the reports here.

## **FINAL REPORTS - THE CRISIS TEAM**

The 2022 & 2023 outcomes that satisfy the F-104 funding agreements are listed below.

### **Year 2022 significant dates/events**

#### **January to April 1 2022**

With the support and guidance of Sergeant Rick Bidaisee, the Jasper Victim Services Society (JVSS) Board of Directors contracted one of the security cleared JVSS advocates into an acting paid advocate role based out of the detachment on a part-time/casual basis until further direction from Solicitor General was made available.

#### **2022 Activities Completed during this timeframe:**

- Orientation to the VSU office and entry procedures.
- Provided on-call crisis response services as per usual. No change in operational function with the exception of more limited office duties.
- Reviewed victims of crime files (as they may not leave the detachment). Phone calls of support to those victims requesting follow up from JVSS.
- Liaised with the JVSS Chair Ryan Verge and the RCMP representatives in meetings to discuss the future of JVSS during a time of transition and uncertainty.
- Advocates trained and supervised. JVSS advocates must satisfy continual and on-going training and professional development. The extensive VSU training manual and on-line programs adopted by Sol Gen for this program are available for review.
- Collaborated with the Outreach Manager to support clients in crisis.

#### **2022 Outcomes during this timeframe:**

- Victims of Crime are supported and their immediate needs are met following a crisis.
- Crisis response phone is answered, every single time.
- Referral agencies are supported with immediate crisis response.
- Advocates are trained for duty and prepared for crisis response.
- Advocate supervision is provided by a qualified professional.

**Clients supported: 32 (files opened)**

**After hour calls: 18**

**Call outs: 8**

## **April to December 2022**

**April:** New direction from the Solicitor General's office was that Hinton Victim Support Services (HVSS) would now manage the contract for Jasper. In short, this non-profit rather than JVSS would now manage both towns. Jasper Victim Services Society/Crisis Team would no longer be housed in the RCMP detachment. A coordinator would be hired to service Jasper "part-time" reporting to Hinton Victim Support Services Board of Directors. The Jasper Victim Services Society / Crisis Team was on its own. .

- JVSS would no longer be housed in the RCMP station. HVSS would be the non-profit for both towns managed by their Board of Directors.
- JVSS informed Council of the changes in structure and offered to return municipal funding in the amount of \$12,500.00 until new and revised service provision could be decided and implemented. Council accepted this.

### **June:**

- JVSS decides to partner with the JCTS. Discussions lead to the JCTS agreeing to become an administrative arm for the JVSS's Crisis Team program. The JVSS transferred \$30,000 to the JCTS in order for them to pay the Crisis Team contractor and to use these funds for JCTS administrative costs associated with the admin support.

### **August / September:**

- Jasper Community Team Society (JCTS) developed a contract for Crisis Team services. A coordinator was contracted on August 26th, 2022.
- The JCTS accepted the \$12,500 from council on behalf of the Crisis Team to provide after hour crisis response services. These funds were reallocated from JVSS to the JCTS for **the setting up, and to maintain this much needed service in our community.**
- Crisis Response services and reporting requirements became the responsibility of the new contract holder who was the JCTS for 2022. The contract was only held by the JCTS for less than half the year. Reflecting, it would have been valuable for the JVSS to have contributed to this report in collaboration with the JCTS.

### **December**

- In the end, no report was submitted. It was stated that the funding requirements were not met and therefore the money was not spent. Until further direction was communicated, the money would be held with the JCTS. The contractor wages and organizational expenses were paid by the Crisis Team capital money; the \$30,000 being held in trust with the JCTS.

### **Activities completed during this timeframe April to December 2022:**

- provided after hours, on-call crisis response services 365 days in the year.
- submitted reports to JCTS.
- liaised with agencies to reintroduce the Crisis Team functions.
- Brainstorming and innovation on how to function most effectively.
- Supported Annual Golf Fundraiser
- Supported the Chetamin Fire reception centre with food and provided one on one support to those affected. Hotel rooms were purchased.
- Collaborated with the Outreach Manager to support clients in crisis.

### **2022 Outcomes during this timeframe April to December 2022:**

- Victims of trauma are supported and their immediate needs are met following a crisis.
- Crisis response phone is answered, every single time.

- Referral agencies (including COS) are supported with immediate crisis response and crisis financial support.
- Advocate trained for duty and prepared for crisis response.
- Advocate supervision is provided by a qualified professional.

**Clients supported: 38 (files opened)**

**After hour calls: 18**

**Call outs: 7**

## **Year 2023 significant dates/events:**

### **Appendix A- Final Report**

**Activity 1:** What JCTS (c/o Crisis Team) is hoping to do with the Jasper Crisis Team fund, is to one day go one step further. We are looking to bring on volunteer advocates in order to provide that emotional support portion to these victims of trauma. With that as our goal, this will require more funding in order to provide initial and ongoing training to our volunteers. As we are rebuilding and restructuring and trying to increase our services we are requesting that the municipality of Jasper to approve funding the Crisis Team in the amount of \$12,500.00 for the 2023 budget.

#### **How did the activity go?**

*Describe what you did and how it went.*

#### **January - April:**

- 2023 was another time of transition for the JVSS/Crisis Team. January - June the Crisis Team was administered under the JCTS. June 26-December 31st the Crisis Team was administered under the JVSS. Reports indicate a change in operational functions. On the ground, the Crisis Team is having significant success working alongside agencies. Collaboration with the Hinton Victim Support Services is still in the early stages as everyone adjusts to the new model of functioning.

#### **May:**

- Provided one on one support for a wildfire conference and crisis response to individuals involved in an out of control fire. The Crisis Team provided two Support workers to support the crisis response efforts. The total investment was 8 days of one on one support and Crisis Intervention sessions.

#### **June:**

- The administrative partnership with the JCTS is evolving into an operational supervision type role otherwise known as a “working board”. In this structure it does not function appropriately.
- The Crisis Team Coordinator alerts the JCTS Board of Directors and JVSS Board of Directors of this challenge in a written report:

“The Crisis Team Coordinator has identified a gap in operational functionality whereby there is currently no registered social worker or mental health therapist on the JCTS Board of Directors. The concern is that there is no professional supervision and/or professional discussion on complex cases. This leads to working in silo which doesn’t allow for documented risk management and peer review. The other concern is, if the Jasper Victim Services Society Board of Directors continue to move forward with this model, macro picture operational decisions and direction can be voted on and implemented by the current JCTS board who are not specifically recruited with a background in crisis management.



The JCTS is full of talent however we now have a situation where the Crisis Team is being heavily directed by individuals who have little to no experience in this field of work. It is my recommendation that the JVSS rethink this direction. This was never the intent of the partnership. I strongly advise the JVSS Board to consider non-profit status for the Jasper Crisis Team as soon as possible. Our clients are best served by a model where the entire fabric of the program is directed, managed and implemented by experts in the field.

- June 28th AM : The JVSS Board of Directors conduct a Special Meeting. A letter is sent to the JCTS from the JVSS stating the following:

“After lengthy discussion regarding the Jasper Crisis Team’s functioning and the annual golf tournament fundraiser, it has been decided that the organization will be pursuing a transition to be its own non-profit registered society under the name Crisis Team Jasper Society.

We would like to thank the Jasper Community Team Society for assisting us during this transition. We appreciate your administrative contributions and for helping ensure service provision is continued for the community and our clients. It is important to the Crisis Team that our model of service delivery is congruous with the vision with which these community funds were raised- the end goal being client services which are specifically designed by first responders and crisis response professionals in Jasper, services which are able to adjust to trends quickly as they occur.

Understandably, there will be complexities involved with transitioning funds held “in trust” and transferring Crisis Team contracts back to the Jasper Victim Services Society. We understand that your society will have incurred staff hours to assist us. We will be happy to discuss these costs.

To ensure a seamless transition we invite representatives of the JCTS to a formal meeting to coordinate the administration of finances and Crisis Team contracts.

We are excited for this next chapter and look forward to our continued interagency participation in many ways in the future.”

- The JCTS dissolved the contract with the Crisis Team Coordinator. The Crisis Team coordinator submits a letter to JCTS to accept the dissolution of the contract. The JCTS held the contract for 10 months Aug 26 2022 -June 26th 2023.
- JVSS contracts a coordinator to provide Crisis response services starting July 1st, 2023.

#### **October / November**

- JCTS presented to council requesting that the \$12,500 for Crisis Team service be reallocated to the Caring Community fund. The reason stated was that one on one services were not provided by the Crisis Team.
- November 7th, 2023 Crisis Team presented to council to request a pause on JCTS’s request to reallocate Crisis Team funding to the Caring Community Fund. The request was granted. .

#### **November /December:**

- An advocate officially signs a contract with the Crisis Team as a Crisis Team Support Worker.
- Training & Development of Crisis Team Support Worker.
- Training session with OSI-can x 2
- Training session with Delta Coaching (Conflict & Emotion Management).
- December proved to be a difficult time for some. Death by suicide trended.Crisis Team assisted through providing one on one emotional support and significant financial support.
- Lengthy referrals from COS increased.
- Call to assist in a traumatic death x 2. One on one support provided.



**Activities completed 2023:**

- provided after hours, on-call crisis response services 365 days in the year.
- submitted reports to JCTS.
- liaised with agencies to reintroduce the Crisis Team functions.
- Brainstorming and innovation on how to function most effectively.
- Supported Annual Golf Fundraiser
- Supported the Chetamin Fire reception centre with food and provided one on one support to those affected. Hotel rooms were purchased.
- One on one support for clients as needed.
- One on one emotional support and critical Incident Stress Management for wildfire conference.
- Name change from Jasper Victim Services to Crisis Team Jasper Society.

**Outcomes 2023:**

- Victims of trauma are supported and their immediate needs are met following a crisis. This included face to face one on one support services.
- Crisis response phone is answered, every single time.
- Referral agencies (including COS) are supported with immediate crisis response and crisis financial support.
- Support Workers trained for duty and prepared for crisis response.

**Clients supported: 72 (files opened)****After hour calls: 137****Call outs: 27**

Users: COS, Bylaw, Activity Centre, Rocky Mountaineer, Via Rail, hospital, fire department, Hinton Victim Support Services.

**Were there any changes to the planned dates of the activity?  Yes  No (if yes, please detail)****This is the opportunity to explain the adversity....**

A strategic operational decision was made to contract one or two Crisis Team Support Workers rather than contract a large group of advocates. The reason this decision was made was due to risk management, industry standard and peer review of the new operational functioning. The JVSS was no longer a police-based service. In the absence of this, a change in operations was necessary to mitigate the potential for risk and/or secondary trauma.

**What were the results of the activity?**

Staff have a formal education and training. For example training in crisis response, crisis intervention, emergency services, social work. They are also well-versed in the community resources available in Jasper. The organizational model will move to a small, specialized team of Crisis Team Support Workers who are hired based on years of experience in the field and education. "Experience required" model rather than a "willing to train" volunteer model.

**What was the impact of the activity? How did you measure this impact?**

Because of this change, staff are skilled workers who have years of experience in risk management and crisis intervention training. Responding to calls does not need to be as heavily supervised as advocate volunteers due to hiring trained professionals. As well, this system runs very economically due to an

approximately 40% decrease in Coordinator wage expenses allowing for paid contractors to fill the roles enhancing accountability and retention.

Did the original budget end up being spent as planned?  Yes  Not quite (if not, please detail).

JCTS paid the Crisis Team Coordinator from the capital funds (\$30,000.00) that were transferred to the JCTS. The Crisis Team is requesting that the \$12,500 from 2022 and the \$12,500.00 from 2023 be used for contractor wages for compensation for work that was agreed to in the municipal contracts.

**Other Information:**

At this time, the JCTS is in the process of reconciling their Crisis Team account and returning any funds not spent to the Crisis Team. The Crisis Team requests that council motion that the JCTS use the \$12,500 from 2022 and the \$12,500 from 2023 totalling \$25,000.00, for Crisis Team coordinator wage expenses first before the capital money is used.

With regards to 2022/23 budgets: We require the JCTS to provide financial information to create accurate financials for 2022 and 2023.

The Crisis Team has included a budget for 2024 below. The Crisis Team bookkeeper is the banker of the official financial documents. Crisis Team also has financials reconciled by an accountant.

**Income:**

Donations: \$5000.00  
Golf Tournament: \$32,000.00  
Total Income: \$37,000.00

**Gross Profit: \$37,000.00**

**Expenses:**

Contractor wages (3 contractors): \$85,000.00  
Training and Development: \$3000.00  
Administration expenses (includes crisis team cell phone): \$3000.00  
Golf:\$15,000.00  
Professional fees (includes lawyer): \$5000.00  
Service charges: \$500.00  
Public relations: \$4000.00

**Total Expenses: \$115,500.00**

If the Crisis Team is successful with their current grant applications that are “in processing” then a regeneration of up to \$100,000.00 in income will be a possibility.

Note: This is a very economical model to run the organization. Comparisons to years past will show a reduction in contractor wages by approximately 40%.

The 2024 F-104 agreement has yet to be signed and agreed to by both the Municipality and the Crisis Team at the time of submitting this report. Therefore, a plan of action has yet to be determined.

The Crisis Team mandate and activities aligns with Council's Strategic Priorities embedded in community health.

- To foster a healthy community we take proactive steps to reduce the risk of people becoming vulnerable and respond when they are vulnerable.
- Recognize the fundamental importance of our tourism economy.

### **The Crisis Team Mandate**

The primary mandate of the Crisis Team is to support individuals experiencing trauma and tragedy in times of crisis. The Crisis Team allows for immediate action to occur by providing logistical support and planning for person(s) in need. Along with this mandate the organization identifies gaps in crisis intervention and prevention services, and implements strategies to fill these gaps to increase community resiliency, thereby reducing harm.

**Thank you for your time!**

**The Crisis Team**

**Report completed by:**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

# **RMA ISSUE BACKGROUND**

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**Victim Services  
Unit Regionalization:  
RMA Concerns**



# Contents

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## Introduction

Rural Alberta is a unique place. It covers large areas with sparse populations, often far from towns and cities. As a result, the service delivery in rural areas is often innovative out of necessity. Unfortunately, the trend within Alberta (and worldwide) is to centralize and standardize how services are delivered. On paper, this trend often leads to perceived improvements in efficiency and consistency. In reality, however, it often results in reduced access to services, service delivery approaches that are less responsive to local needs, and minimized local governance of services.

Unfortunately, this trend is currently playing out in Alberta through the regionalization of victim services delivery. Alberta has a unique model in which victim services are delivered by local organizations funded through a combination of provincial grants, municipal contributions, and tireless fundraising by local volunteers. This system has evolved over many decades and has resulted in a victim service network that meets local needs. Those providing support better understand service users because they are community members too.

Unfortunately, the Government of Alberta (GOA) is moving forward with a regionalization model that will replace local victim services units (VSUs) with four service delivery regions. According to the GOA, this change will result in more consistent service delivery and governance of victim services. However, the GOA has not clearly explained how and why the current model was not meeting expectations, or even defined what it considers to be “quality” victim service delivery and what portion of communities were not receiving it under the current model.

For a provincial government that places great importance on having the autonomy to do things “the Alberta way” within Canada, the lack of respect for the unique, localized, made-in-Alberta approach of the current VSU model is disappointing. The RMA has consistently expressed its concerns with the proposed changes since the idea was first introduced in 2020. In fact, RMA members recently passed [Resolution 10-23S: Victim Services Delivery Model](#), which requests the following:

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) advocate to the Government of Alberta to maintain the current model of victim services program delivery and instead provide direct assistance to the small number of communities that are struggling to operate under the current model and have insufficient services for victims; and

FURTHER BE IT RESOLVED that RMA advocate to the Government of Alberta for more consistent funding for the current model and the development of an approach for more consistent regional collaboration and information-sharing within the current model.

This issue backgrounder is intended to summarize the current victim services model and describe the GOA’s proposed changes. It then analyzes the claims made by the GOA to argue that to this point, no evidence or justification has been provided for why the current model should be overhauled or how the new model will improve service to victims of crime or tragedy in communities across the province.



## What is the current state of victim services in Alberta?

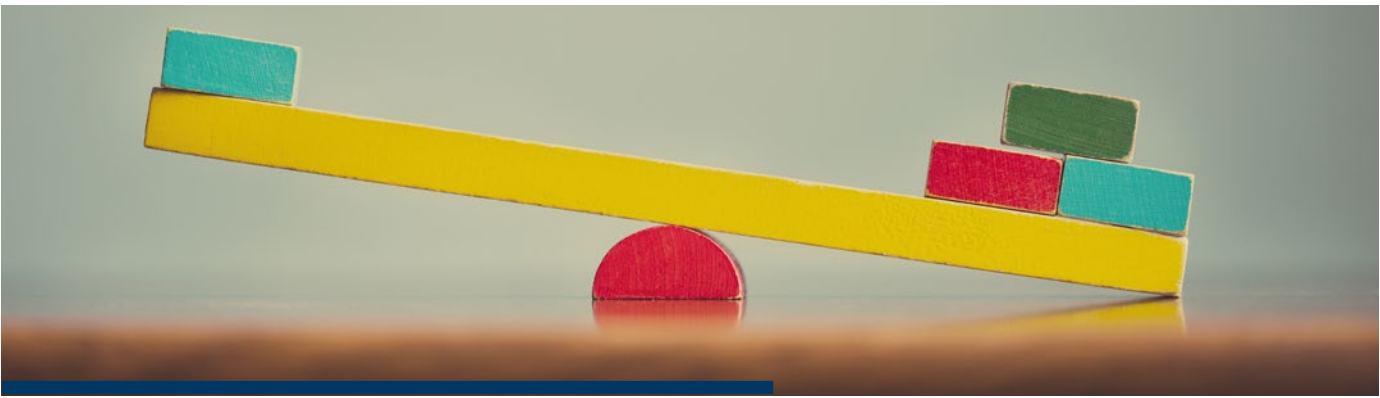
**VSUs have provided critical assistance for victims of crime and tragedy for over 30 years. Services include immediate crisis support, justice and court system guidance, and assistance navigating government programs that offer counselling and other supports.**

VSUs are operated locally within communities in partnership with the Royal Canadian Mounted Police (RCMP), municipal police services, and community-based programs. Because VSUs are local by nature, no two programs will look the same. They can adapt and accommodate the distinct needs of each community by fostering the knowledge of volunteers that have dedicated their time to understanding their communities. What started out as a grassroots movement of localized volunteers passionate about helping others has, over the course of three decades, evolved into a reliable means of ensuring victims of crime and tragedy can access the unique supports they deserve during times of crisis, grief, and uncertainty.

Most VSUs in Alberta are police-based programs. These are recognized as non-profit organizations with corporate legal status that act as a governing body. Alberta police-based victim service programs utilize highly trained volunteers to provide a 24/7 response to victims of crime and tragedy. Volunteers provide a continuum of services, from the time of first response by police to the final disposition of the case by the courts. These programs rely heavily on volunteers that are committed to professional development, education, minimum core training standards, mentoring, and advocacy for victims. Permanent staff are also required to ensure that these programs run smoothly and adequately. To maintain funding and grants from the Government of Alberta (GOA), police-based programs are required to complete [quarterly statistic reports and annual progress reports](#) to assist with auditing and demonstrate accountability.

Regardless of population or geographical area that they serve, VSUs are eligible to receive a maximum of \$150,000 in annual provincial funding, which is typically not adequate to properly fund the services. In many cases, municipalities help supplement these costs, but also face their own financial limitations. Because of these financial challenges, almost all police-based VSU programs in Alberta fundraise to provide services to victims of crime. Some programs must fundraise as much as 50% of their total operational expenses each year. Alberta's VSUs need long-term and sustainable funding because every year the demand for programs and services exceeds the funding available. This has significant implications related to recruitment, staffing, adequate training, decision-making, organizational culture, physical office space, liability, reporting, administrative structure, and many other areas in which these programs simply lack the time and resources to make major changes to accommodate.





## What changes are being made to VSUs?

In 2019, the GOA launched an MLA-led Victims of Crime Review, which aimed to identify specific gaps in services and supports available for victims of crime within the current model. One aspect of the review focused on the victim services model. The review suggested three possible new approaches to victim services governance and delivery (zonal approach, government approach, and municipal approach). The review did not consider a continuation of the current model. During the review, the GOA provided no information on how local service delivery or administrative functions would be funded under the proposed approaches, which is critical to understanding how the concepts would impact service levels in various locations and community types. However, the review indicated that any new service delivery model should:

- ◆ Encourage consistency in services;
- ◆ Reduce administrative and service duplication;
- ◆ Include sustainable paid staffing;
- ◆ Reduce over-reliance on volunteer advocates;
- ◆ Include longer-term funding arrangements to provide greater operational stability; and
- ◆ Address the reluctance of some victim-serving organizations to collaborate.

Following the review process, the GOA announced plans to shift from the current model to a zonal model beginning in 2024. There are nine municipal / Indigenous operated VSU programs that are not included in the zonal redesign, comprising Alberta's largest cities and First Nations. The other 62 VSUs will be condensed into the four-zone model. All four zones will operate with a board of directors, an Executive Director, centralized professional support staff (CPSS), and frontline case workers. The CPSS are paid employees of the board of directors and will include:

- ◆ One human resources professional
- ◆ One regional manager
- ◆ One cultural safety specialist
- ◆ One administration / office manager
- ◆ Qualified financial management (potentially a shared service)
- ◆ Qualified legal resources (potentially a shared service)

Victim case workers will be dispersed throughout the zone, each working from RCMP detachments. The GOA has provided no information on how caseworks will be dispersed throughout the region or what level of service will be expected in terms of responsiveness, access, specialized supports, etc.



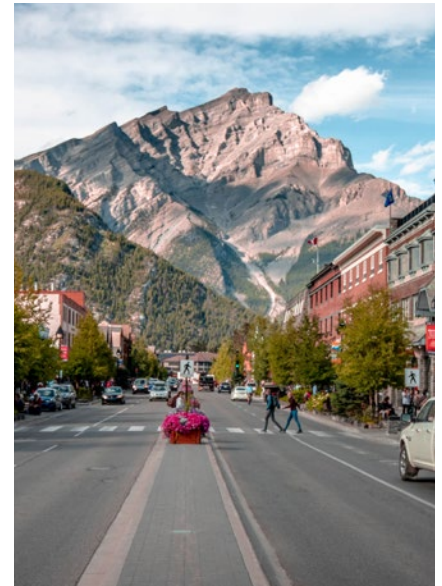


## What are the concerns with the zonal approach?

The [GOA 2023 budget](#) included a plan and funding model to replace local VSUs with a zonal model by March 2024. According to the GOA, this redesign will promote a standardized, financially sustainable, and professional level of service to victims of crime and trauma across the province. However, the GOA has shared no information about why this change is necessary or how and to what extent the current service delivery model was not meeting these outcomes.

### Flexibility versus standardization

As mentioned, the existing model is unique in that it allows victim service delivery to be localized. Given the benefits of a localized approach that the current model provides, there is no indication that the standardization of VSU service delivery is necessary or would improve service outcomes. For example, Bow Valley Victim Services, which operates in Banff, Canmore, and surrounding communities provides staff and volunteers with training to deal with the unique needs of tourism-based communities. Because tourism is so prevalent in this area, victims are often not from the local community, meaning that support may be required through virtual delivery in consultation with services available in the victim's home community. Would this level of specialized service and community understanding be maintained if Banff and Canmore were two of many communities within a broad service delivery zone?

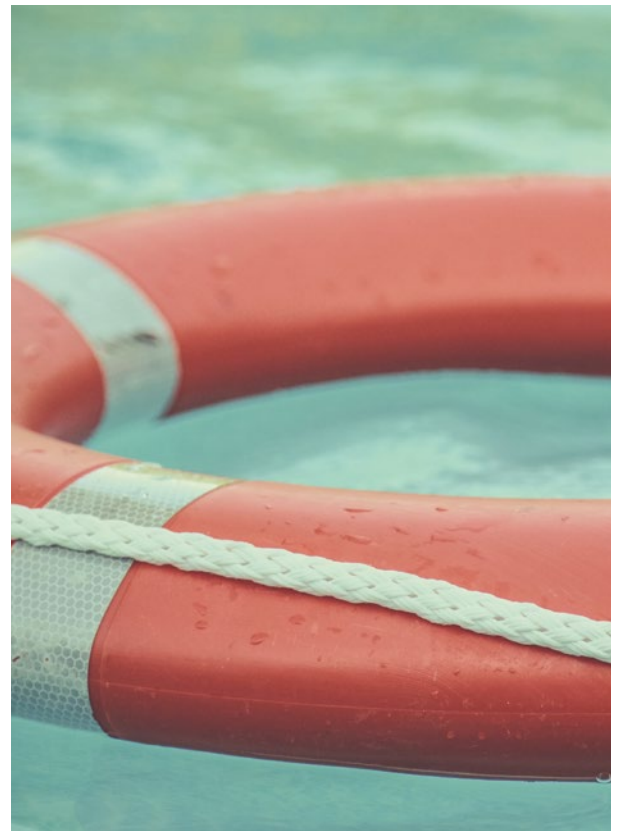


### Financial sustainability

It is no secret that many VSUs struggle to remain financially sustainable under the current model. While this is a risk to the viability of the service, it is not a result of the model itself, but rather of deliberate provincial policy decisions to not provide local VSUs adequate funding. In fact, a 2016 report by the [Auditor General of Alberta](#) identified that the Government of Alberta was not properly utilizing the Victims of Crime Fund (VOCF), which is used to support VSUs along with other victim programs. The report found that despite a surplus in the VOCF, provincial grant funding for small, rural-base VSUs was arbitrarily capped at \$150,000, which had not been increased or adjusted for inflation since 2009. The report also pointed out that this modest amount had resulted in some VSUs reducing their service levels, and many focused heavily on local fundraising to remain viable, which “divert the time and energy of volunteers and staff away from the core purpose of the program.” Despite the fact that the 2016 report identifies \$150,000 as inadequate and criticizes the GOA for the arbitrary grant, the same limit remains in 2023. When discussing how the new zonal model will be

funded, GOA representatives stated that the program would receive a funding amount that exceeded the cumulative grant funding allocated to individual VSUs **plus the total amount generated across the province through fundraising**. This leads to obvious but yet-to-be answered question: If the province has the capacity to provide a new model with adequate funding, why not provide the current model with adequate funding?

VSUs currently struggle to fund their programming through provincial support and rely heavily on fundraising to meet the needs of their organizations, volunteer training, and victims of crime supports. By distancing VSUs from local communities, services will become more expensive to attain, require more resources, and dismiss the tireless work of volunteers and employees that are experts in their communities. The main concern is that the zonal model would effectively remove all of the benefits from the current service delivery model, while costing the GOA the same, if not more, to maintain.



## Defining “effective” victim services

Despite arguing that the zonal model will improve Alberta’s victim services system, the GOA has not (to the RMA’s knowledge) provided any analysis or data defining how the current model does not meet service delivery outcomes, how the zonal model will improve outcomes, or what thresholds or benchmarks are used to measure service delivery success.

**This is significant; the GOA’s proposal is much more than a tweak to the existing model. It fundamentally ends victim services as it is known in Alberta.**

It eliminates boards of directors, eliminates volunteer roles, and eliminates long-standing local partnerships. It also invests in brand new regional governance structures, senior management positions, and frontline caseworkers. Given the disruption that such a shift will cause to service delivery and the costs of creating a new provincially based model, such a decision should be based on evidence that the current model is not meeting the needs of victims.

While much of the GOA’s rationale for implementing the zonal model has been linked to supporting more consistent service delivery, little information is available as to what level these “consistent” services will be delivered at, why consistency is so important in a service for which it is so crucial to treat each incident as unique, and if or how the “inconsistency” of the current model impacted service quality and outcomes for service users. In other words, the GOA has emphasized consistency based on an assumption that it equates to enhanced service quality but has provided no evidence that the two are linked.

## Service access

Despite emphasis on consistency and standardization, the GOA has not adequately addressed if and how the disconnection of victim services from local police detachments will impact timely access to the service for victims. It is unclear how police will work with victim service providers under the new model, and whether connections will be consistent across communities if case workers are physically located in only certain communities.

## Lack of recognition for community and service provider perspectives

The GOA is in the process of finalizing implementation details related to the zonal model despite opposition to the shift from the RMA, ABmunis, Victim Services Alberta, and many VSUs and municipalities across the province. In discussions with the RMA, GOA representatives have dismissed these concerns as a case of service providers that will be impacted by the model prioritizing self-preservation over “the greater good” for victims. This assumption could not be further from the truth. In fact, the RMA has no direct role in representing or advocating for VSUs. However, in its role as an advocate for strong rural communities, the RMA cannot support a policy shift that removes local governance and service delivery control and replaces it with a centralized model, especially when no details are provided as to how the current model is not meeting community needs and how the new model will enhance service quality. While governance and administrative capacity is a consideration in how to design and deliver any service, at the end of the day, service outcomes are what matters most, and the GOA has provided absolutely no response to concerns shared by the RMA and other stakeholders on how service levels informed the decision to shift to a new model.







## How will these changes to VSUs affect rural municipalities?

Rural VSUs provide services that reflect the needs of their residents. Under the proposed service delivery changes, dozens of local VSUs would be modified into a four-zone model. It is currently unknown if and how individual communities within each zone will be served, and how local needs will be reflected in a more standardized and centralized approach. However, both the RMA and other stakeholders have shared concerns that services may be eliminated or modified based around the needs of larger communities within each zone.

In addition to the risk of a centralized model leading to reductions in the quality and accessibility of victim services in rural communities, the shift will also further weaken rural communities more broadly by removing a true community service. Highly trained volunteers will no longer have a role, local VSU boards will be disbanded, and rural residents that have dedicated countless hours training and supporting their friends and neighbours through some of the worst moments of their lives will be told their efforts are no longer needed, because a more “professional” system can do it better.

Volunteers are critical to the ongoing success of VSUs. Without the dedication, commitment, and hard work of volunteers, the organizations would be unable to fulfill their missions and mandates. In the unfortunate event that an Albertan falls victim to crime or tragedy, they deserve to have prompt and sustainable access to support.

**People across the province have dedicated themselves to volunteering with their local VSUs, a position that requires compassion, dedication, and many hours of training. The new zonal model will not only remove many of these volunteer positions, but also remove unique local community support when victims need it most.**



## What has the RMA done about this issue?

The RMA has been involved in conversations and consultation about the transition to a new VSU delivery model since the GOA began discussing the shift in 2019. In response to an initial round of GOA consultations on the shift, led by MLAs Angela Pitt and Nathan Neudorf, the RMA provided a formal submission expressing concern with the proposed shift away from the current model. Some of the key questions and concerns raised by the RMA in 2020 that still hold true today include the following:

- ◆ More research is needed on the extent to which the current victim services model meets the needs of victims.
- ◆ The Government of Alberta is not adequately recognizing the importance of the flexibility and collaboration built into the current model.
- ◆ Each of the proposed test concepts (including the zonal model that the GOA ultimately selected) have significant gaps and unanswered questions that must be evaluated before any changes are made.

Specific questions raised by the RMA regarding the zonal concept included:

- ◆ How would regions be developed that are meaningful to stakeholders that are involved with or interact with victim services?
- ◆ How will existing local service delivery be impacted by a regional model?
- ◆ How will decisions on service delivery be made within regions that would likely include multiple large urban municipalities and isolated rural areas?
- ◆ What role (if any) would volunteers have in a regional model?

Three years later, many of these questions remain unanswered, even as a transition to a regional model is confirmed.

At the RMA Spring 2023 Convention, rural municipalities voiced their frustration with the new model by endorsing Resolution 10-23S: Victim Services Delivery Model, which calls on the RMA to continue to advocate for the current service delivery model:

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) advocate to the Government of Alberta to maintain the current model of victim services program delivery and instead provide direct assistance to the small number of communities that are struggling to operate under the current model and have insufficient services for victims; and

FURTHER BE IT RESOLVED that the RMA advocate to the Government of Alberta for more consistent funding for the current model and the development of an approach for more consistent regional collaboration and information-sharing within the current model.

The resolution calls for continued funding and support for victim services across the province using the current local service delivery model, while also identifying the systemic underfunding currently taking place.

The RMA recently met with GOA representatives to discuss the implications of the zonal model for VSUs and rural victim services delivery. During the discussion, the RMA voiced concerns about the discontinuation of the current model and the detrimental impacts that the zonal model will have on employees, volunteers, and community members. Despite not providing supporting data or evidence, the GOA argued that the zonal model will provide the same, or better, levels of care for victims, despite it being far removed from local communities.

The RMA also met with representatives from Victim Services Alberta to better understand their concerns with the zonal model, and how the change will impact front-line service delivery, staffing, and volunteers. As community members and victim services experts, they explained that quality and efficient services are critical to community resilience.





## Conclusion

Throughout the consultation process, the RMA has consistently argued that the current VSU delivery model is a uniquely Albertan example of a service designed to allow local needs to be met. Any governance issues or poor service delivery outcomes linked to the current model have been the exception and can often be traced to the lack of provincial funding available to build local governance capacity and support service delivery without separate fundraising efforts. Even after several years of engagement, it remains difficult to understand the value of sacrificing the flexibility and collaboration present in the current model to create a standardized, centrally controlled model.

The RMA input into the review process has included concerns with both funding amounts and the relatively short-term nature of the current grant-based approach.

**It is extremely disappointing that the GOA has chosen to undergo a costly transformation of victim services and has committed to providing the new model with significantly more funding than existing VSUs receive currently.**

Victim services support Albertans of all backgrounds during the most difficult periods of their lives. Unfortunately, the shift to a regional model is much more concerned with creating a centralized and “professional” governance model than with how this change will actually impact the supports available to victims.

## Have questions?

Contact RMA Policy Advisor Kallie Wischoff at [kallie@RMAAlberta.com](mailto:kallie@RMAAlberta.com).



Office of the Superintendent  
Jasper Field Unit  
P.O. Box 10  
Jasper, Alberta  
T0E 1E0

January 24, 2023

Bill Given  
Municipality of Jasper  
520 Pyramid Lake Rd., Box 520  
Jasper, Alberta  
T0E 1E0

[bgiven@jasper-alberta.ca](mailto:bgiven@jasper-alberta.ca)

**Subject: Jasper Transit – Service Extension to Maligne Canyon**

Dear Mr. Given:

I am writing to you to request that Jasper Transit consider providing public transit service to Maligne Canyon.

Parks Canada is currently evaluating a suite of visitor use management strategies and tools to address parking lot congestion, both at Maligne Canyon and at other highly visited locations. Moving forwards, Parks Canada would like to see a decreased reliance on the use of personal vehicles to access these locations, and increased use of alternative modes of transportation like mass transit.

Over the past several years Parks Canada has been collecting visitation data, which shows that Maligne Canyon is one of the most visited locations in Jasper National Park, welcoming 3,000 to 5,000 people per day in the summer. This location is experiencing parking congestion issues. In Summer 2023, the main Maligne Canyon parking lot was on average 94% full and reached capacity on 85% of summer days.

Public transit service to Maligne Canyon would help achieve ecological integrity and visitor experience goals. As such, extending Jasper Transit service to Maligne Canyon would be a valuable supplement to existing operations already providing transportation services to the Maligne Canyon area.

If you are supportive of the concept of providing bus service to Maligne Canyon, we would be happy to discuss the particulars with you:

- The location of a bus stop;
- The minimum service interval;
- The months of service; and
- The hours of operation.



Should additional costs be incurred for a service to Maligne Canyon, it is understood that Parks Canada would be required to provide financial support towards the expansion of bus service to this location, and we would appreciate advice from you as to the cost to advance this initiative.

While congestion issues are most acute in the summer months, we would also appreciate if you could consider providing service in the winter as well. Should additional costs be incurred for a winter service, please provide us with a cost estimate to operate a bus service to this location on a year-round rather than seasonal basis.

Yours truly,

Alan Fehr  
Superintendent

cc Vidal Michaud, Utilities Manager

**JASPER UNITED CHURCH**

Box 967

Jasper, Alberta

780-852-4334

e-mail: [jasperunitedchurch@hotmail.com](mailto:jasperunitedchurch@hotmail.com)

**AGENDA ITEM 6.2**

January 24, 2024

Mayor & Council  
Municipality of Jasper  
Box 520  
Jasper, Alberta  
T0E 1E0



Re: 701 Turret Street, Jasper, Alberta - Utility A/C 01003.01

Starting in January, 2022, there was a change approved by council to add a connection and capital fee to utility invoices. This change would also reflect the size of pipe at the location of service. There are presently 2 water meters on this utility account. One for the manse is 5/8", a typical residential size meter. The one for the church/McCready Centre is 2".

March, 2022 - When we received our first invoice, which increased by more than 500%, the church & McCready Centre were billed at >1.5". We contacted the Municipality in this regard requesting a review of our account. When the McCready Centre was constructed in the early 1960's, a larger line was installed. Even though this larger line was originally installed, it wasn't and isn't required nor fully utilized. When reviewing our consumption, it is the same as a family residence.

September, 2022 - We did not receive further invoices after this original contact with the Municipality.

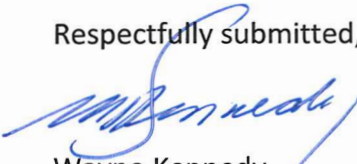
March, 2023 - After speaking with Janet Schmidt and asking for invoices, we advised that we would recalculate our invoices at a <1" rate and have been keeping our account up-to-date.

November, 2023 - As we had not received any communication, we asked for a resolution.

January, 2024 - We were advised that a formal submission needed to go through the Council Procedure.

We are requesting that consideration be given to our utility billing being invoiced at <1", and that the balance forward be removed.

Respectfully submitted,

  
Wayne Kennedy,  
Property Committee

  
Cathy Meggison,  
Finance Committee



January 30, 2024

**AGENDA ITEM 6.3**

Mayor and Council  
Municipality of Jasper

Jasper, AB

To Mayor and Council,

Please find the quarterly Community Policing Report attached that covers the October 1<sup>st</sup> to December 31<sup>st</sup>, 2023 reporting period. The attached report serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for the Jasper Detachment.

I would also like to update you on one of our current technological endeavours. Over the last decade, the RCMP has utilized Remotely Piloted Aircraft Systems (RPAS) to support our specialized units, i.e. our Emergency Response Teams – which has been incredibly effective for enhancing police and public safety. Although the advancement of technology benefits industry and recreation, it facilitates greater accessibility for criminals, which requires a strategic response. To remain current in our ever-changing environment, and to be responsive to public reviews that call for better access to air support such as the Nova Scotia Mass Casualty Commission of Inquiry, we are actively researching and testing new technologies in a policing environment to enhance public safety. One such technology is how we might use RPAS for potential new police applications. This includes how we might use RPAS to assist with select calls for service, crime photography, search and rescue, and unfolding critical incidents, i.e. an active shooter. With its potential and capability for wider applications, we are further considering program options for our municipal, rural, and Indigenous communities; scalable depending on community need and interest. While we will always need a helicopter and fixed-wing aircraft for the movement of resources, these larger assets are not always immediately available. RPAS technology is providing an opportunity for our communities to effectively have their own police air support, at a significantly lower cost. As I learn more about further opportunities and challenges, I will be sure to keep you updated and informed.



Your ongoing engagement and the feedback you provide guides our Detachment team, and supports the reinforcement of your policing priorities. I always remain available to discuss your community-identified policing priorities and/or any ideas you may have that will enhance our service delivery to address the priorities that are important to you. As the Chief of Police for your community, I invite you to contact me should you have any questions or concerns.

**Sgt. Rick Bidaisee**  
**Detachment Commander**  
**Jasper Detachment**



## RCMP Provincial Policing Report

<b>Detachment</b>	Jasper
<b>Detachment Commander</b>	Sgt. Rick Bidaisee
<b>Quarter</b>	Q3
<b>FTE Utilization Plan</b>	2023/24
<b>Date of Report</b>	2024-01-30

### Community Consultations

<b>Date</b>	2023-10-27 5:30:00 PM
<b>Meeting Type</b>	Community Connection
<b>Topics Discussed</b>	Reconciliation
<b>Notes/Comments</b>	Planning of the Fauna Harvest with the First Nations and Parks Canada.

<b>Date</b>	2023-10-28 9:00:00 PM
<b>Meeting Type</b>	Community Connection
<b>Topics Discussed</b>	Reconciliation
<b>Notes/Comments</b>	RCMP Detachment member attended the pipe ceremony and other engagements prior to the fauna harvest.

<b>Date</b>	2023-10-30 7:30:00 PM
<b>Meeting Type</b>	Community Connection
<b>Topics Discussed</b>	Education Session
<b>Notes/Comments</b>	RCMP Detachment members attended Ecole Desrochers to practice the lockdown procedures.





**Date** 2023-11-08 5:00:00 PM

**Meeting Type** Community Connection

**Topics Discussed** Education Session

**Notes/Comments** RCMP Detachment member attended the Ceremony No Stone Left Alone.

**Date** 2023-11-11 6:00:00 PM

**Meeting Type** Community Connection

**Topics Discussed** Education Session

**Notes/Comments** RCMP Detachment members attended the Remembrance Day Ceremony.

**Date** 2023-11-27 1:00:00 PM

**Meeting Type** Community Connection

**Topics Discussed** Regular reporting information sharing

**Notes/Comments** RCMP Detachment Commander attended the annual Filipino Dinner.

**Date** 2023-11-28 4:30:00 PM

**Meeting Type** Meeting with Elected Officials

**Topics Discussed** Regular reporting information sharing

**Notes/Comments** RCMP member attended the Municipal Council meeting to present the quarterly report.



<b>Date</b>	2023-12-21 8:45:00 PM
<b>Meeting Type</b>	Community Connection
<b>Topics Discussed</b>	Education Session
<b>Notes/Comments</b>	Detachment members visited all classrooms of the Jasper Elementary School, talked about safety during holidays and wished everyone Happy Holidays.



## Community Priorities

<p><b>Priority 1</b></p>	<p>Increase education/enforcement to reduce driving complaints on local roadways</p>
<p><b>Current Status &amp; Results</b></p>	<p>Traffic safety continues to be at the forefront for the Jasper Detachment. Continued enforcement, education and public awareness have seen a significant reduction in serious injury and fatality investigations. The unit continues to field related calls for service as they pertain to poor driving practices on a daily basis. These calls for service lend to the need for continued policing initiatives and visibility on our major roadways transecting the national park. Edson Integrated Traffic continues to lend their expertise and resources to assist the common goal of public safety. Q3 resulted in ITU issuing a total of 125 violation tickets for the Jasper Detachment area. The community and stakeholders continue to voice their appreciation in relation to the traffic safety initiatives. The membership continues to receive positive feedback when conducting policing traffic initiatives, during community engagements and from social media commentary. Jasper National Park and the Municipality of Jasper being a national and international tourism destination, warrant these initiatives to continue to promote community safety as part of our mandate.</p>
<p><b>Priority 2</b></p>	<p>Police / Community Relations - Police Visibility</p>
<p><b>Current Status &amp; Results</b></p>	<p>The Jasper Detachment membership is fully invested in this objective. The membership consistently endeavors to represent the unit and the RCMP organization as an agency invested in the community we police and proudly resides in. We have surpassed the target objective for this fiscal year, and have not truly taken into consideration the numerous other initiatives not identified in this report. The unit continues to receive positive feedback from a wide cross section of our clientele, local government and related agencies with regards to community engagement. The Detachment Commander and membership continues to be accessible on short notice to attend various social functions, lend to community initiatives and presentations and provide feedback on key initiatives affecting service delivery, trends and concerns. The membership is also invested in the local schools, community outreach and community safety. We continue to meet with school faculty, medical professionals, Parks Canada and Municipality management to foster professional, courteous and community spirited policing service delivery.</p>





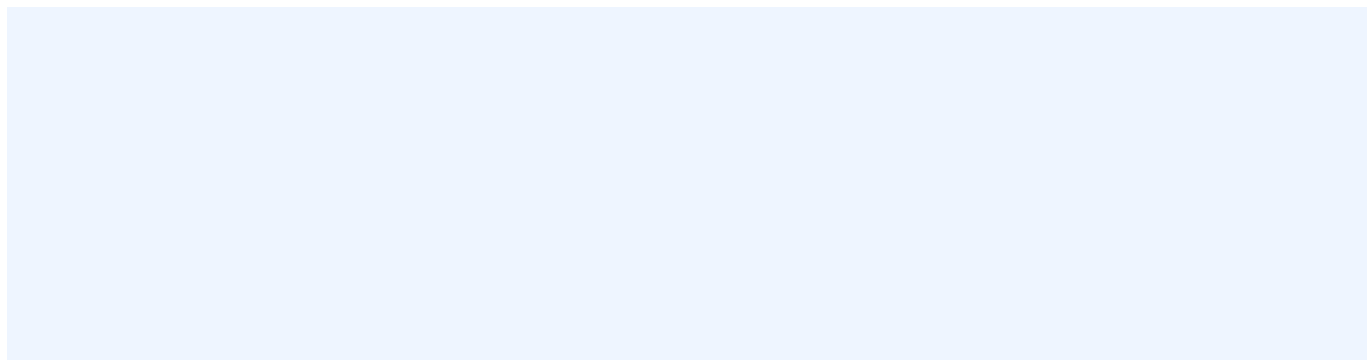
## Crime Statistics<sup>1</sup>

The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

Category	October - December			January - December		
	2022	2023	% Change Year-over-Year	2022	2023	% Change Year-over-Year
<b>Total Criminal Code</b>	102	58	-43%	452	361	-20%
<i>Persons Crime</i>	18	18	0%	122	87	-29%
<i>Property Crime</i>	57	26	-54%	228	194	-15%
<i>Other Criminal Code</i>	27	14	-48%	102	80	-22%
<b>Traffic Offences</b>						
<i>Criminal Code Traffic</i>	8	5	-38%	50	47	-6%
<i>Provincial Code Traffic</i>	432	400	-7%	2,747	2,275	-17%
<i>Other Traffic</i>	4	2	-50%	13	3	-77%
<b>CDSA Offences</b>	6	4	-33%	19	15	-21%
<b>Other Federal Acts</b>	12	9	-25%	36	33	-8%
<b>Other Provincial Acts</b>	43	51	19%	197	189	-4%
<b>Municipal By-Laws</b>	11	7	-36%	46	36	-22%
<b>Motor Vehicle Collisions</b>	62	53	-15%	235	234	0%

1. Data extracted from a live database (PROS) and is subject to change over time.

## Trends/Points of Interest





### Provincial Police Service Composition Table<sup>2</sup>

Staffing Category	Established Positions	Working	Soft Vacancies <sup>3</sup>	Hard Vacancies <sup>4</sup>
Police Officers	9	8	2	0
Detachment Support	3	3	0	0

2. Data extracted on December 31, 2023 and is subject to change.

3. Soft Vacancies are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.

4. Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

### Comments

Police Officers: Of the nine established positions, eight officers are currently working with one on special leave (Parental).

Detachment Support: There are three established positions which are currently filled.

### Quarterly Financial Drivers

Increased costs in maintenance of the current detachment building. Some increased costs addressing overtime shifts to manage shift minimums for the holiday season.



## Jasper Provincial Detachment Crime Statistics (Actual) Q4: 2019 - 2023

All categories contain "Attempted" and/or "Completed"

January 5, 2024

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	1	0	N/A	-100%	0.1
Sexual Assaults		1	3	0	2	2	100%	0%	0.1
Other Sexual Offences		0	3	0	0	0	N/A	N/A	-0.3
Assault		28	11	27	11	11	-61%	0%	-3.4
Kidnapping/Hostage/Abduction		0	1	0	0	0	N/A	N/A	-0.1
Extortion		0	0	0	0	0	N/A	N/A	0.0
Criminal Harassment		4	1	4	2	3	-25%	50%	-0.1
Uttering Threats		6	1	4	2	2	-67%	0%	-0.7
<b>TOTAL PERSONS</b>		<b>39</b>	<b>20</b>	<b>35</b>	<b>18</b>	<b>18</b>	<b>-54%</b>	<b>0%</b>	<b>-4.4</b>
Break & Enter		5	4	1	3	0	-100%	-100%	-1.1
Theft of Motor Vehicle		2	0	1	2	1	-50%	-50%	0.0
Theft Over \$5,000		0	0	1	0	2	N/A	N/A	0.4
Theft Under \$5,000		18	6	13	22	5	-72%	-77%	-1.0
Possn Stn Goods		2	4	2	2	0	-100%	-100%	-0.6
Fraud		11	8	16	7	9	-18%	29%	-0.5
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		9	7	7	9	4	-56%	-56%	-0.8
Mischief - Other		18	7	8	12	5	-72%	-58%	-2.1
<b>TOTAL PROPERTY</b>		<b>65</b>	<b>36</b>	<b>49</b>	<b>57</b>	<b>26</b>	<b>-60%</b>	<b>-54%</b>	<b>-5.7</b>
Offensive Weapons		1	0	0	2	1	0%	-50%	0.2
Disturbing the peace		9	7	6	13	6	-33%	-54%	0.0
Fail to Comply & Breaches		18	8	6	9	6	-67%	-33%	-2.3
<b>OTHER CRIMINAL CODE</b>		<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>-75%</b>	<b>-67%</b>	<b>-0.7</b>
<b>TOTAL OTHER CRIMINAL CODE</b>		<b>32</b>	<b>19</b>	<b>12</b>	<b>27</b>	<b>14</b>	<b>-56%</b>	<b>-48%</b>	<b>-2.8</b>
<b>TOTAL CRIMINAL CODE</b>		<b>136</b>	<b>75</b>	<b>96</b>	<b>102</b>	<b>58</b>	<b>-57%</b>	<b>-43%</b>	<b>-12.9</b>



## Jasper Provincial Detachment

### Crime Statistics (Actual)

Q4: 2019 - 2023

All categories contain "Attempted" and/or "Completed"

January 5, 2024

CATEGORY	Trend	2019	2020	2021	2022	2023	% Change 2019 - 2023	% Change 2022 - 2023	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		4	1	1	3	3	-25%	0%	0.0
Drug Enforcement - Trafficking		1	1	1	3	1	0%	-67%	0.2
Drug Enforcement - Other		0	0	0	0	0	N/A	N/A	0.0
<b>Total Drugs</b>		<b>5</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>-20%</b>	<b>-33%</b>	<b>0.2</b>
Cannabis Enforcement		0	6	0	2	4	N/A	100%	0.4
Federal - General		2	0	0	4	1	-50%	-75%	0.2
<b>TOTAL FEDERAL</b>		<b>7</b>	<b>8</b>	<b>2</b>	<b>12</b>	<b>9</b>	<b>29%</b>	<b>-25%</b>	<b>0.8</b>
Liquor Act		5	5	5	5	3	-40%	-40%	-0.4
Cannabis Act		1	10	4	9	12	1100%	33%	2.1
Mental Health Act		13	12	13	7	12	-8%	71%	-0.7
Other Provincial Stats		18	33	19	22	24	33%	9%	0.1
<b>Total Provincial Stats</b>		<b>37</b>	<b>60</b>	<b>41</b>	<b>43</b>	<b>51</b>	<b>38%</b>	<b>19%</b>	<b>1.1</b>
Municipal By-laws Traffic		1	0	0	1	0	-100%	-100%	-0.1
Municipal By-laws		7	5	5	10	7	0%	-30%	0.5
<b>Total Municipal</b>		<b>8</b>	<b>5</b>	<b>5</b>	<b>11</b>	<b>7</b>	<b>-13%</b>	<b>-36%</b>	<b>0.4</b>
Fatals		1	0	0	0	0	-100%	N/A	-0.2
Injury MVC		4	7	3	7	5	25%	-29%	0.2
Property Damage MVC (Reportable)		40	30	36	43	32	-20%	-26%	-0.3
Property Damage MVC (Non Reportable)		5	8	13	12	16	220%	33%	2.6
<b>TOTAL MVC</b>		<b>50</b>	<b>45</b>	<b>52</b>	<b>62</b>	<b>53</b>	<b>6%</b>	<b>-15%</b>	<b>2.3</b>
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	7	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
<b>Total Provincial Traffic</b>		<b>489</b>	<b>226</b>	<b>522</b>	<b>432</b>	<b>400</b>	<b>-18%</b>	<b>-7%</b>	<b>2.8</b>
<b>Other Traffic</b>		<b>3</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>-33%</b>	<b>-50%</b>	<b>0.1</b>
<b>Criminal Code Traffic</b>		<b>14</b>	<b>8</b>	<b>13</b>	<b>8</b>	<b>5</b>	<b>-64%</b>	<b>-38%</b>	<b>-1.8</b>
<b>Common Police Activities</b>									
False Alarms		11	5	9	11	4	-64%	-64%	-0.8
False/Abandoned 911 Call and 911 Act		17	5	9	3	8	-53%	167%	-2.0
Suspicious Person/Vehicle/Property		16	19	16	23	13	-19%	-43%	-0.2
Persons Reported Missing		5	2	6	4	3	-40%	-25%	-0.2
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		16	9	23	8	15	-6%	88%	-0.3
Form 10 (MHA) (Reported)		0	1	0	1	0	N/A	-100%	0.0

## AGENDA ITEM 7.2

### REQUEST FOR DECISION

**Subject:** Destination Stewardship Plan Alignment Review  
**From:** Bill Given, Chief Administrative Officer  
**Reviewed by:** Emma Acorn, Legislative Services Coordinator  
**Date:** February 13, 2024

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#### **Recommendation:**

That Committee receive the Destination Stewardship Plan Alignment Review report for information.

#### **Alternatives:**

- That Committee direct Administration to gather additional information on identified areas and return to a future Committee meeting.
- That Committee refer identified areas to the 2024 strategic planning session, or other venue for further discussion.

#### **Background:**

In 2021 the municipality provided \$30,000 in funding to support the development of a Destination Stewardship Plan, led by Tourism Jasper (TJ). Through 2022, Mayor Ireland and CAO Given participated on the steering for the plan and on November 28<sup>th</sup> 2023, TJ presented the plan to committee of the whole. Committee directed administration to review the plan to identify opportunities for the Municipality of Jasper to participate in implementation and to return to a future Committee of the Whole meeting with recommendations

Council formally endorsed the plan on December 5<sup>th</sup>, 2023. The plan is posted on the Municipality's website on the Plans and Reports page.

#### **Discussion:**

The stated purpose of the Jasper Destination Stewardship Plan is to “optimize the visitor economy to best steward the collective future of Jasper and Jasper National Park” by bringing together the “public, private, and civic sectors to work together as effectively as possible to achieve a shared long-term vision of a unified community.”

As part of the plan development TJ conducted a resident sentiment survey to gauge the feelings and perceptions of industry stakeholders and Jasper residents toward the industry and its place in the community. Major themes that emerged included:

- A desire to maintain Jasper's authentic character.
- The need to grow a year-round visitor economy.
- The need for improved air access and better in-park mobility.
- The need for increased capital investment in the townsite.
- The criticality of increased housing supply.
- The need to address labour shortages through workforce development.
- Increased focus on product development.
- Addressing governance and policy including, but not limited to, land-use and planning systems.
- Approaching tourism development and the destination through a sustainability lens.
- Increasing efforts to improve equity and inclusion.

The plan provides a 10-year roadmap of five strategic goals containing 54 initiatives built around five key pillars: Place, People, Planet, Prosperity and Policy. Tourism Jasper will be inviting community partners to evaluate their opportunities to be involved in the initiatives and identify which of the following roles the partner might play; **Activator** -The organization leads the initiative and will make it happen; **Facilitator** - The organization works collaboratively with other groups and will coordinate efforts to complete the initiative; **Collaborator** - The organization works collaboratively with other groups but does not coordinate efforts to complete the initiative, or; **Advocate** - The organization expresses support for the action, but implementation is beyond the scope of the organization's work

Administration has reviewed the strategic goals and initiatives contained in the plan. Attachment-A shows administration's assessment of the items most relevant to the municipality, the roles the municipality is likely to play and the activities either currently underway or planned. Also attached is the full list of all 54 initiatives from the plan (Attachment-B).

**Strategic Relevance:**

- Communicate and engage with residents.
- Pursue alternative revenue sources and equitable distribution of costs.

**Inclusion Considerations:**

Many of the issues raised in the Destination Stewardship Plan (Having a consistent year-round local economy; increased housing availability and affordability; and addressing climate risks) directly speak to improving conditions for residents including for under-represented groups, vulnerable populations.

**Relevant Legislation:**

- Canada National Parks Act
- Jasper Community Sustainability Plan
- Agreement for the Establishment of Local Government in the Town of Jasper
- Various municipal Bylaws and Policies.

**Financial:**

Many of the activities planned or currently underway are included in the approved 2024 budget. The municipality's ability to take on new or additional activities may require additional funding.

**Attachments:**

- Attachment-A Destination Stewardship Plan, MOJ Alignment Review
- Attachment-B Destination Stewardship Plan, Full Initiative List



## Destination Stewardship Plan – Strategic Alignment

Destination Stewardship Plan – Municipal Implications			
Item	MOJ Role	Status	Detail
<b>#1 Enhance the destination to improve the overall experience for visitors and residents year-round</b>			
<b>Enhance Mobility Within Jasper</b>			
<ul style="list-style-type: none"> <li>Develop multi-modal transit system</li> </ul>	Activator	Active	Transit system started. \$5M in grants approved to support further development of transit and E-bike sharing.
<ul style="list-style-type: none"> <li>Enhance alternative transportation options</li> </ul>	Collaborator	Active	Active Transportation Study completed. Transportation Master Plan and Community Plan updates funded in budget 2024. \$5M in grants approved to support further development of transit and E-bike sharing.
<ul style="list-style-type: none"> <li>Enhance trail systems and cycling routes locally and regionally</li> </ul>	Collaborator	Planning	Active Transportation Study completed. Transportation Master Plan and Community Plan updates funded in budget 2024. Discussed improvements with Parks.
<b>Create Vibrancy in the Townsite</b>			
<ul style="list-style-type: none"> <li>Enhance pedestrian zones</li> </ul>	Facilitator	Planning	Active Transportation Study completed. Transportation Master Plan and Community Plan updates funded in budget 2024.
<ul style="list-style-type: none"> <li>Improve streetscapes, paths, and digital wayfinding</li> </ul>	Activator	Planning	MOJ Active Transportation Study completed. Transportation Master Plan and Community Plan proposed. Streetscape study would follow. Communities in Bloom committee being restarted.
<b>Develop Shoulder/Winter Season Experiences</b>			
<ul style="list-style-type: none"> <li>Develop and enhance indoor arts, culture, and heritage</li> </ul>	Collaborator	Ongoing	MOJ Facilities such as Arena, Multipurpose hall, Aquatics, and Cultural Centre all provide space and/or programming. MOJ financially supports the operations of Museum, Library, JAG and Habitat. MOJ Community & Economic Development fund also available.
<ul style="list-style-type: none"> <li>Develop locally owned and operated events</li> </ul>	Collaborator	Ongoing	MOJ indoor and outdoor spaces provide space, and MOJ regularly waives fees for free to attend events. MOJ Community & Economic Development fund also available to provide direct financial support.
<b>#2 Strengthen Community Cohesion and Social Equity to Create a Better Future for all Residents</b>			
<b>Increase Support for the local community</b>			
<ul style="list-style-type: none"> <li>Support local maker and creative community</li> </ul>	Collaborator	Planning	MOJ financially supports the operations of JAG and Habitat; MOJ Community & Economic Development fund also available to provide direct financial support.
<ul style="list-style-type: none"> <li>Enhance non-profit sector capacity</li> </ul>	Collaborator	Ongoing	MOJ Community & Economic Development fund also available to provide direct financial support.
<b>Develop more Housing Options</b>			
<ul style="list-style-type: none"> <li>Increase private sector funding and participation</li> </ul>	Collaborator	Active	Jasper Municipal Housing Corp business plan includes opportunity for private investment in 40 unit Connaught development.



## Destination Stewardship Plan – Strategic Alignment

<ul style="list-style-type: none"> <li>Facilitate and support infill and alternative resident lodging</li> </ul>	Collaborator	Active	MOJ investments in servicing GC, GB (past) and CH (upcoming) created new opportunities for housing development. Jasper Municipal Housing Corp 40 unit Connaught development is infill.
<b>#3 Improve Environmental Sustainability of the Tourism Industry to Protect Jasper National Park for Future Generations.</b>			
<b>Enhance Action on Climate Change</b>			
<ul style="list-style-type: none"> <li>Increase resilience of tourism industry to climate change impacts</li> </ul>	Collaborator	Active	MOJ Developed resources on Emergency Planning for Business. Climate Risk Assessment Report in draft.
<ul style="list-style-type: none"> <li>Enhance climate change communication and education efforts</li> </ul>	Collaborator	Active	MOJ Climate Risk Assessment Report in draft.
<b>#5 Align Public and Private Sector Efforts to Better Serve the Long-Term Needs of the Community</b>			
<b>Streamline Destination Governance</b>			
<ul style="list-style-type: none"> <li>Modernize land use and planning</li> </ul>	Collaborator	Active	MOJ in active discussion with Parks. Funding in budget 2024 to partner in developing new community plan.
<ul style="list-style-type: none"> <li>Explore attaining tourism-based community status</li> </ul>	Facilitator	Active	MOJ partnering with other munis to advocate. Funded the creation of Tourism Based Communities report in 2022.
<ul style="list-style-type: none"> <li>Establish policy that supports greater vibrancy and activation</li> </ul>	Collaborator	Active	Funding in budget 2024 to partner in developing new community plan.
<b>Enhance Economic Development and Small Business Support</b>			
<ul style="list-style-type: none"> <li>Improve business intelligence and data collection</li> </ul>	Collaborator	Ongoing	MOJ business licence bylaw review planned.
<ul style="list-style-type: none"> <li>Improve small business development policy &amp; programs</li> </ul>	Collaborator	Ongoing	MOJ business licence bylaw review planned.
<ul style="list-style-type: none"> <li>Improve capacity to help local entrepreneurs and organizations secure new grants and investment opportunities</li> </ul>	Collaborator	Ongoing	MOJ Community & Economic Development fund also available to provide direct financial support.

# Destination Stewardship Plan – Strategic Alignment

## **#1 Enhance the destination to improve the overall experience for visitors and residents year-round**

### **Improve Access to Jasper**

- Accessible inbound transit
- Improvements to Icefields Parkway
- Regional Airport infrastructure

### **Enhance Mobility Within Jasper**

- Develop multi-modal transit system
- Enhance alternative transportation options
- Enhance trail systems and cycling routes locally and regionally

### **Create Vibrancy in the Townsite**

- Enhance pedestrian zones
- Improve streetscapes, paths, and digital wayfinding
- Invest in transformational placemaking strategies

### **Develop Shoulder/Winter Season Experiences**

- Develop more outdoor and weather-resilient indoor experiences
- Develop and enhance indoor arts, culture, and heritage
- Develop locally owned and operated events
- Enhance Corporate meeting and incentive capacity mid-week

## **#2 Strengthen Community Cohesion and Social Equity to Create a Better Future for all Residents**

### **Increase Support for the local community**

- Create a communication platform
- Support local maker and creative community
- Enhance non-profit sector capacity

### **Develop more Housing Options**

- Increase private sector funding and participation
- Facilitate and support infill and alternative resident lodging

### **Develop local workforce**

- Improve compensation, benefits and retention programs
- Increase opportunities for domestic and international workforce
- Expedite increases in international workforce

### **Enhance Indigenous Relations**

- Expand listening sessions
- Create space for traditional indigenous knowledge
- Collaborate with ITA and ITAC
- Develop support structure for indigenous businesses

## **#3 Improve Environmental Sustainability of the Tourism Industry to Protect Jasper National Park for Future Generations.**

### **Transition toward a Regenerative Economy**

- Develop destination-wide regenerative tourism plan
- Unite residents and visitors around regenerative tourism
- Establish data-driven targets and benchmarks
- Partner on regenerative tourism initiatives

### **Enhance Action on Climate Change**

- Create emission reduction programs for the tourism industry
- Increase resilience of tourism industry to climate change impacts
- Enhance climate change communication and education efforts

### **Strengthen Protection and Awareness**

- Enhance interpretive opportunities for visitors to learn about ecology
- Integrate research programming into tourism products
- Attain destination-wide certifications focused on ecological protection

## **#4 Improve Visitor Engagement to Increase Revenue Opportunities for Local Businesses Year-Round**

### **Increase Industry Impact and Effectiveness**

- Increase and diversify destination marketing funding
- Increase the amount of tourism dollars being reinvested in the community
- Invest in new visitor information and experience infrastructure
- Enhance and align data collection and management tools/processes

### **Drive Winter/Shoulder Season Visitation**

- Develop winter and shoulder season plans
- Enhance content and programming to target values-aligned visitors
- Increase investment in the corporate business events and incentive market
- Enhance content and programming that leverages local influencers

### **Capitalize on New Technology**

- Leverage generative AI platforms for research and content development
- Leverage Web3 blockchain technology to increase revenue generation
- Explore destination wide e-commerce solutions

# Destination Stewardship Plan – Strategic Alignment

- Establish policy that supports event development

## **#5 Align Public and Private Sector Efforts to Better Serve the Long-Term Needs of the Community**

### **Streamline Destination Governance**

- Modernize land use and planning
- Explore attaining tourism-based community status
- Establish policy that supports greater vibrancy and activation

### **Enhance Economic Development and Small Business Support**

- Improve business intelligence and data collection
- Improve small business development policy & programs
- Improve capacity to help local entrepreneurs and organizations secure new grants and investment opportunities

## AGENDA ITEM 7.3

### REQUEST FOR DECISION

**Subject:** Paid Parking 2024  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Christine Nadon, Director of Protective & Legislative Services  
**Reviewed by:** Natasha Malenchak, Director of Finance & Administration  
Neil Jones, Licensing & Enforcement Manager  
**Date:** February 13, 2024

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#### Recommendations:

- That Committee recommend Council:
  - expand the paid parking program to year-round operations; and
  - increase the paid parking rates to \$4/h on-street, and \$3/h or \$17/day in parking lots.
- That Committee direct Administration to:
  - reconfigure the Connaught Drive 200-block parking lot to turn oversized parking stalls into regular sized paid parking stalls; and
  - designate a bus drop-off zone on Hazel Avenue adjacent to the RV parking lot.

#### Alternatives:

- That Committee direct Administration to return to a future Committee of the Whole meeting with additional information on a specific topic.

#### Background:

Paid Parking in the Municipality of Jasper began in 2021 with a pilot project targeting on-street parking downtown. The program was in effect from 9:00am to 5:00pm with a rate of \$2 per hour. The total gross revenue generated in 2021 was \$91,111.

In 2022, Council approved the implementation of a permanent, seasonal, and expanded paid parking program, including downtown parking lots and the 400, 500 and 600 blocks of Geikie Street. The 2022 rates were \$3/h on-street, and \$2/h or \$12/day in parking lots. Two payment kiosks were installed that year, and an exemption program for Jasper residents (500 hours of free parking) was also trialed. The budget forecast for program revenue in 2022 was \$500,000. The total gross revenue generated was \$668,354.

In 2023, Council approved the expansion of the program to include the 200-block of Connaught Drive as well as the adjacent parking lot. A small number of stalls located directly in front of commercial premises on the 700-block of Connaught Drive were also added to the paid parking zone. Three new payment kiosks were installed, for a total of five kiosks in the paid parking zone. The resident exemption program was simplified to a one-time registration, no on-street action required process. The revenue target set by Council for 2023 was \$675,000; this projection was exceeded significantly with a total of \$1,157,815 in revenue collected.

For 2024, Council set a revenue target of \$1,350,000. Administration's recommendations on program parameters required to reach this target and improve program implementation are presented in the discussion section of this report. Program analysis was supported by curbside mobility specialists to help consolidate the

2023 paid parking data. The attached report presents statistics on Jasper’s parkers.

**Discussion:**

The Traffic Advisory Committee met to discuss the challenges and opportunities for the paid parking program in 2024, and recommended changes to address the operational challenges faced in 2023 and meet the new revenue target set by Council.

The 2024 proposal is very similar to the 2023 program with respect to existing zones and hours of operations. Maintaining base policy direction is important to allow us to monitor, track and analyze parking data year over year. The 2023 program demonstrated the fiscal relevance of the program and ran relatively smoothly in relation to the two previous years. Standardizing our operating practices to provide a better service and a more positive program experience for visitors, residents, staff, downtown businesses and community partners continues to be a priority.

Year-round Operations

The first two years of the program (2021 and 2022) showed minimal revenue for the months of May and October. Usage and revenue for these two shoulder-season months were almost negligible in relation to the program statistics for the peak summer months. In 2023, however, the number of transactions and total revenue for those two months grew significantly, although the monthly average spend per visitor for paid parking varies significantly across the program period (May to October).

Administration used a combination of Parks Canada visitation statistics, a rough estimate of the average seasonal spend per visitor in the winter versus summer, and the average paid parking spend per visitor over the current program period to estimate potential winter revenue. Administration estimates that an additional \$85,000 to \$100,000 could be generated by implementing year-round paid parking at the proposed 2024 rates.

The main risk associated with this proposal is potential pushback from regional visitors and downtown business operators who rely on them during the slow months of November through February. Streets are also less busy in winter, which means more free parking will be available in the areas adjacent to the paid parking zone. This could both reduce the incentive for visitors to park in the paid parking zone, and increase the number of resident complaints about visitors parking in resident only zones. One method to mitigate some of those concerns above could be to lower the hourly rates during periods of slower visitation, which would directly impact the potential revenue estimate.

Increase on-street and off-street rates

Paid parking rates for 2023 were \$3.50/h on-street, and \$2.50/h or \$15/day in parking lots. Based on paid parking rates in other tourism communities, Administration believes there is a market tolerance for a small increase in rates for 2024, hence the recommendation to increase hourly rates to \$4/h on-street, and \$3/h or \$17/day in parking lots. The potential revenue increase associated with this proposal, provided that the number of sessions and average dwell times are maintained for 2024, is estimated at \$180,000.

	Banff	Canmore	Drumheller	Sylvan Lake
On-Street	\$5/hr (Summer) \$4/hr (Winter)	\$4/hr (Peak) \$3/hr (Off-Peak)	\$2.50/hr (May to Oct)	\$3/hr (May to Sept)

Off-Street*	As above	As above <b>\$10/hr</b> , 2hr min (Quarry Lake)	<b>\$2/hr</b> (May to Oct)	<b>\$3/hr</b> <b>\$30/day</b> (May to Sept)
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\* Banff off-street parking in the downtown zone. Free 9 hour parking outside the downtown zone.

Connaught 200-Block Parking Lot (off-street) Reconfiguration

The parking lot located by the train tracks on Connaught Drive between Balsam Avenue and Aspen Avenue is currently configured to provide 11 Electric Vehicle (EV) charging stations stalls, 10 regular stalls, and 12 oversized stalls. The 10 regular stalls in this parking lot were added to the paid parking zone in 2023. The EV charging stalls are subject to an agreement with third party service providers and the terms of this agreement do not allow the Municipality of Jasper to charge a fee for those stalls. Administration is proposing to turn the existing oversized stalls into regular stalls, increasing the total number of regular stalls to approximately 40.

Both Operations and Bylaw staff reported seeing very little usage of the oversized stalls over the summer of 2023. Oversized vehicle parking is available immediately adjacent to this parking lot on Connaught Drive as well as in the RV parking lot on Hazel Avenue. Administration’s proposal is to modify the configuration of this parking lot in conjunction with line painting in the spring, and to include all of the newly created regular stalls in the paid parking zone, which could generate an additional \$36,000 for the program at the proposed 2024 rates.

Bus Drop-off Zone on Hazel Avenue

In an effort to streamline utilization of the RV parking lot and to support commercial operators in complying with the *Commercial Use of Public Space Bylaw*, Administration is proposing to add a bus loading zone on Hazel Avenue adjacent to the RV parking lot. The specific timeline for the loading zone would be determined in collaboration with commercial users. While the RV parking lot is not contemplated to be added to the paid parking zone in 2024, it could be in the future, provided that a payment kiosk is added at that location. Administration would like to trial the bus loading zone for the summer and reassess commercial parking needs in this area for the 2025 summer season.

Summary of proposed program changes

The following table presents the policy decisions implemented in 2023, Administration’s proposed parameters for 2024, and the associated estimated financial impacts.

	2023	Proposed 2024	Options 2024	Recommendation Financial Impact (approx.)
<b>Term (seasonal vs year-round)</b>	Seasonal program, May 1 to October 31	Year-round program starting May 1, 2024	Continue with a seasonal program	\$92,000
<b>Rates</b>	\$3.50/h on street \$2.50/h, \$15/day in parking lots Free for residents	\$4/h on street \$3/h, \$18/day in parking lots Free for residents	Maintain 2023 rates  Increase rates by a larger amount	\$180,000
<b>Connaught 200-block Parking lot reconfiguration</b>	10 regular stalls (paid parking)  Approx. 12	Change line painting to turn oversized stalls into regular stalls, increasing	Maintain current parking lot configuration and paid parking zones	\$36,000

	oversized/RV stalls (free)	total regular stalls to approx. 40 (all paid parking)		
	Approx. 11 EV stalls (free)	Approx. 11 EV stalls (free)		
	2 accessible stalls (free)	2 accessible stalls (free)		
<b>Total estimated revenue increase</b>				<b>\$308,000</b>

**Strategic Relevance:**

- Community Health
  - Recognize the fundamental importance of our tourism economy
- Relationships
  - Nurture our most important relationship which are those within our organization, all of whom share a commitment to best serve our community
  - Communicate and engage with residents
- Environment
  - Increase opportunities for active transportation and transportation alternatives
- Organizational excellence
  - Entrust our staff to develop healthy relationships with the people they serve
  - Ensure residents receive quality service that provides strong value for dollar
  - Pursue alternative revenue sources and equitable distribution of costs

**Inclusion Considerations:**

- The Municipal Inclusion Assessment Tool has been applied to this recommendation.

**Relevant Legislation:**

- [Traffic Safety Bylaw #244](#)
- [Traffic Safety Act](#) (RSA 2000, cT-6)

**Financial:**

Reconfiguring the Connaught Drive 200-block parking lot would take place through seasonal line painting, which is already accounted for in the Operations Department budget. There would also be a cost for additional posts and signage, which would be covered within the approved operating budget 2024.

The change to year-round paid parking would decrease the Operations Department staff time required to install and remove signage each spring and fall (approx. \$5,000 in value). The Bylaw Enforcement Service would monitor and enforce year-round paid parking with existing resources. A review of staffing allocations for this department may be required in the future but current staffing levels do include patrol assignments across town on a year-round basis.

**Attachment:** Paid Parking 2023 Analysis prepared by CurbiQ.



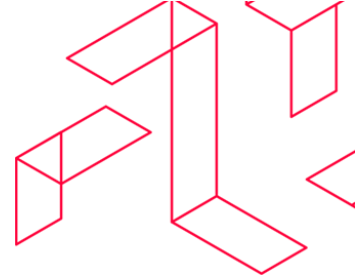


# Jasper & HotSpot Analysis

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May to October 2023 Data





## Overview

This report looks to summarize anonymized HotSpot parking payment transaction data from the Municipality of Jasper throughout 2023. The report provides visual summaries of paid parking data and some potential insights to municipal staff to aid in policy decisions. In this report a breakdown of the parking inventory is provided, and details on parking occupancy, revenues, and sessions is given for demand.

This report covers parking payment data from May 1<sup>st</sup> to October 31<sup>st</sup>, 2023. This data is all stored on a central database so additional queries and analysis can be completed upon request. All data was obtained via the HotSpot API and stored in [Curb Data Specification](#) (CDS) format.

Data was initially provided and sorted by its HotSpot ID. Each HotSpot ID represents an area of curbside parking or an off-street lot. These areas can be seen below.



Figure 1 - Municipality of Jasper Paid Parking Locations



## 2023 Parking Inventory

The parking lots and spaces, both on-street and off-street, are aggregated into 2 and 8 zones, respectively. The HotSpot payment ID of each zone as well as its corresponding capacity can be seen below.

Table 1 - Payment IDs and Capacity of On-Street and Off-Street Parking Zones

Zone	Location	HotSpot Payment ID	Max Stay (hours)	Parking Supply (spaces)
1	McCready Centre (lower)	1000	12	20
2	Athabasca Hotel	1001	12	15
3	Bear's Paw	1002	12	60
4	Connaught Washrooms	1003	12	110
5	Connaught (Across from Astoria)	1004	12	70
6	Jasper the Bear	1005	12	10
7	Old Fire Hall	1007	12	55
8	Connaught Dr (200 Block)	1009	12	10
<b>TOTAL</b>				350
A	Jasper On-Street (2-Hour Paid Street Parking)	1010	2	241
B	Jasper On-Street (12-Hour On-Street Parking)	1011	12	167
<b>TOTAL</b>				408

Both on-street and off-street paid parking is in effect from 9 AM to 9 PM, seven days a week. Parking rates on-street are \$3.50/ hour, with off-street parking being \$2.50/ hour for a max rate of \$15 per day.

## 2023 Parking Demand

Paid parking was in place from May 1<sup>st</sup> to October 31<sup>st</sup> in the Municipality of Jasper with HotSpot, Precise Parking, and McKay Meters being the options to pay for parking. In 2023, over 231,000 transactions were completed, so data has been aggregated in a few different ways depending on the metric to better understand and visualize the information. These include:

- Per Month
- Per Zone (based on Table 1 above)
- Per Day of Week
- Per Off-Street and On-Street

Calculation assumptions can be found in Appendix A.



## Sessions, Transactions, Dwell Times, & Revenues

A parking session is represented by an event in the data feed consisting of a start and end time. This is a completed transaction done on the HotSpot app, Fast Tap sign, or 3<sup>rd</sup> Party Meters. The average dwelling time can also be directly calculated from transaction data as parking duration is included as an attribute. Relevant sessions, dwell times, and revenues aggregated over various metrics can be seen below.

*Table 2 - Parking Sessions and Revenues Aggregated by Month*

Month	# of Transactions (Sessions)	% of Total Sessions	Average Dwell Time (hr)	Total Revenue (\$)
May 2023	18869	8.15	1.61	\$ 89,789
June 2023	33876	14.63	1.66	\$ 166,584
July 2023	56538	24.41	1.77	\$ 288,778
August 2023	59926	25.88	1.77	\$ 303,102
September 2023	42287	18.26	1.72	\$ 210,679
October 2023	20086	8.67	1.66	\$ 98,468
<b>2023 Total</b>	<b>231582</b>	<b>-</b>	<b>1.72</b>	<b>\$ 1,157,400</b>

*Table 3 - Parking Sessions and Revenues Aggregated by Day of Week*

Day of Week	# of Transactions (Sessions)	% of Total Sessions	Average Dwell Time (hr)	Total Revenue (\$)
Monday	31903	13.78	1.68	\$ 156,250
Tuesday	29788	12.86	1.71	\$ 149,274
Wednesday	29426	12.71	1.73	\$ 147,454
Thursday	30523	13.18	1.72	\$ 152,269
Friday	32705	14.12	1.71	\$ 162,317
Saturday	40196	17.36	1.78	\$ 206,142
Sunday	37041	15.99	1.71	\$ 183,693



Table 4 - Parking Sessions and Revenues Aggregated by Zone

Zone ID	# of Sessions (Transactions)	% of Total Sessions	Ave. Dwell Time (hr)	Total Revenue (\$)
1000	1785	0.77	1.83	\$ 8,408
1001	4312	1.86	1.86	\$ 20,525
1002	8435	3.64	1.79	\$ 40,473
1003	46913	20.27	2.17	\$ 234,537
1004	10135	4.38	2.52	\$ 54,189
1005	842	0.36	1.78	\$ 4,058
1007	9523	4.11	1.96	\$ 46,504
1009	2157	0.93	1.97	\$ 10,953
<b>Off Street</b>	<b>84102</b>	<b>-</b>	<b>-</b>	<b>\$419,647</b>
1010	102056	44.09	1.37	\$498,933
1011	33593	14.51	1.70	\$183,661
<b>On Street</b>	<b>135649</b>	<b>-</b>	<b>-</b>	<b>\$682,594</b>
0	11740	5.07	1.97	\$54,626
<b>Undesignated</b>		<b>-</b>	<b>-</b>	<b>-</b>

Table 5 – Dwell Time Totals for On-Street vs Off-Street Parking

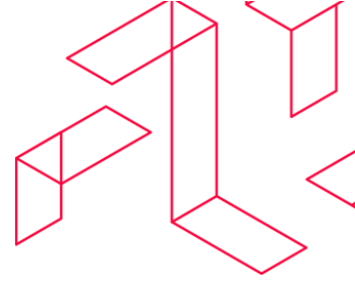
Dwell Time	0 – 0.5hr	0.5 – 1 hr	1 - 2hr	2 - 4hr	4 - 6hr	6+ hr
On-Street Total	3947	6479	71250	52656	1029	288
<b>On-Street % of Total Sessions</b>	<b>2.91</b>	<b>4.78</b>	<b>52.53</b>	<b>38.82</b>	<b>0.76</b>	<b>0.21</b>
Off-Street Total	2115	3181	32723	38183	4771	3129
<b>Off-Street % of Total Sessions</b>	<b>2.51</b>	<b>3.78</b>	<b>38.91</b>	<b>45.4</b>	<b>5.67</b>	<b>3.72</b>

<sup>1</sup> The SpotID 0, 9999, and 9998 transactions were not included in off-street vs on-street.

Table 6 - Parking Sessions by Payment Type

Area	In App Transactions		Fast Tap Transactions		Meter Transactions	
	#	% of Area	#	% of Area	#	% of Area
Off-Street	3628	4.31	60891	72.40	19583	23.28
On-Street	8856	6.53	123250	90.86	3543	2.61
<b>Total</b>	<b>12484</b>	<b>5.39</b>	<b>184141</b>	<b>79.51</b>	<b>34957<sup>1</sup></b>	<b>15.09</b>

<sup>1</sup> The SpotID 0, 9999, and 9998 transactions were not included in off-street vs on-street, but were included in the Meter total. There were 11,831 meter transactions with unknown areas.



## Occupancy

Since transaction data has both a start and end time for the session, we can use it to get an accurate estimation on occupancy of each zone. This is an estimation opposed to an exact value because transaction data does not capture people parked illegally, overstays, or leaving a spot early, however it can be taken to be a good indicator.

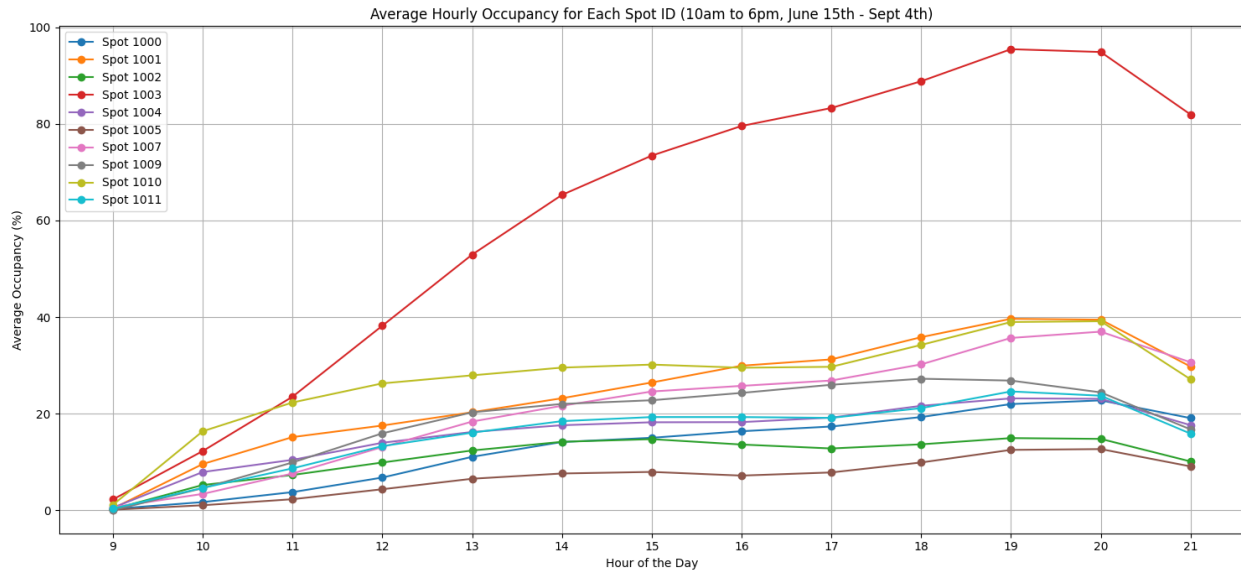


Figure 2 - Average Parking Occupancy Aggregated by Zone

Table 7 - Maximum Occupancy for Each Zone

Zone	Max Occupancy (%)	Date	Time (24 Hour)
1000	165	2023-09-20	18:00
1001	113	2023-09-03	18:00
1002	48	2023-08-06	15:00
1003	186	2023-08-05	20:00
1004	55	2023-06-24	19:00
1005	70	2023-07-10	19:00
1007	107	2023-08-05	18:00
1009	110	2023-07-01	14:00
1010	70	2023-08-06	19:00
1011	65	2023-08-05	16:00

Additional queries and calculations on occupancy can be completed upon request. It would be recommended to use a filterable analytics dashboard in future to do further analysis on occupancy.



## 2022 vs 2023 Comparison

The Jasper paid parking program existed in many of the same zones for both 2022 and 2023, using the supply and demand data we can look at the year over years changes. It's worth noting that in 2022 the parking program ran from May 19<sup>th</sup> to October 31<sup>st</sup> whereas in 2023 it ran from May 1<sup>st</sup> to October 31<sup>st</sup>.

Some other things to note:

- Spot ID 1009 moved locations in 2023 so transactions are not comparable.
- The supply for 1010 changed from 300 spaces in 2022 to 241 spaces in 2023.
- The supply for 1011 changed from 90 spaces in 2022 to 167 spaces in 2023.

Table 8 – 2022 vs 2023 Transaction and Dwell Time Comparison

Zone ID	2022 Transactions	2023 Transactions	% Change	2022 Average Dwell Time	2023 Average Dwell Time
1000	400	1785	346.25	2.10	1.83
1001	2250	4312	91.64	2.00	1.86
1002	5300	8435	59.15	1.90	1.79
1003	15770	46913	197.48	2.40	2.17
1004	8500	10135	19.24	2.50	2.52
1005	300	842	180.67	2.20	1.78
1007	3450	9523	176.03	2.30	1.96
1009	Location Changed				
<b>Off Street</b>					
1010	75000	102056	36.07	1.40	1.37
1011	5000	33593	571.86	1.80	1.70
<b>On Street</b>					
<b>0</b>	N/A	11740		N/A	1.97
<b>Undesignated</b>					





## Appendix A – Data Cleaning & Assumptions

Several steps had to be completed when cleaning the data to calculate the metrics displayed above. These are noted below for your reference:

- The revenue numbers in this document should be used to evaluate the performance of Jasper’s parking program, but not used as an official financial document. Due to various assumptions, fees, and deductions that may occur, these numbers aren’t an exact representation of Jasper’s revenue.
- Only transactions between May 1<sup>st</sup> and October 31<sup>st</sup> were used in calculations.
- Hourly and Fast Tap transactions have a dwell time associated with them, for meter transactions dwell time was calculated using the start time and end time.
- Hourly and Fast Tap transactions have the revenue associated with each individual transaction however meter transactions do not have individual revenue, so it was calculated by length \* rate (\$/hr)
  - Spot 0 lots were assumed to be \$2.50/hr lots.
  - Single transaction revenue was capped at \$15.00
- Some 3<sup>rd</sup> party meter data did not have a HotSpot ID associated with the transactions, to account for this the Spot 0 sessions were excluded from occupancy and off-street vs on-street calculations but were included in Day of Week and Monthly calculations.
- The on-street parking supply along Connaught Dr was estimated by measuring the curb length where applicable.
- There were 91 transactions associated with Spot ID 9998 and 9999, the information for these zones are as follows:

*Table 9 – Other Transactions Associated with Jasper*

Zone	# of Sessions (Transactions)	Ave. Dwell Time (hr)
9998	55	0.03
9999	36	12.88

## AGENDA ITEM 7.4

### REQUEST FOR DECISION

**Subject:** Jasper Municipal Housing Corporation Shareholder Resolutions  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Leanne Pelletier, Municipal Housing Coordinator  
**Reviewed by:** Bill Given, Chief Administrative Officer  
**Date:** February 13, 2024



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#### Recommendation:

- That Committee recommend Council the approve the following shareholder resolutions;
  - Resolutions 2024-1, 2024-2 & 2024-3 (Unanimous Shareholders Agreement)
  - Resolution 2024-4 (Election of Directors)
  - Resolution 2024-5 (JMHC Corporate By-law No. 1)
  - Resolution 2024-6 (Ratification of Director's Acts)
  - Resolution 2024-7 (Change of Directors)

#### Alternatives:

- That Committee recommend Council the approve the shareholder resolutions with amendments.
- That Committee direct Administration revise the proposed resolutions and return to a future Committee meeting.

#### Background:

The Municipality of Jasper has established and incorporated a Municipally Controlled Corporation, the Jasper Municipal Housing Corporation (JMHC) to develop affordable housing in the community. While the JMHC has been incorporated, there remains outstanding organizational shareholder and director resolutions to pass, to meet requirements under the Business Corporations Act and operationalize the JMHC.

The Business Corporation Act allows matters to be dealt with via written resolution rather than through a meeting, provided that the resolution is signed by all the shareholders or all of the directors, as applicable. To formalize the procedure for shareholder resolutions, committee has recommended Council adopt the JMHC Shareholder Policy.

Administration has been working with Brownlee Law to ensure all incorporation functions are complete. The attached Resolutions have been drafted by them to ensure adherence to the Act.

#### Discussion:

Certain actions are required by both Shareholders and Directors to formalize and approve the foundational governance features of a corporation and ensure compliance with the BCA. Generally, there is an organizational meeting held after incorporation, where shareholder and director resolutions are passed. This ensures organizational documents are prepared and in order. They are required for the corporation's books and records, and to show that all proper corporate action has been taken.

As per legal counsel, the organizational Shareholder resolutions typically deal with the following (being matters

within the authority of the shareholders):

- Approval of Unanimous Shareholders' Agreement
- Election of Directors
- Confirmation of Bylaw
- Ratification of Director's Acts

As the corporation begins to engage in business dealings, decisions around day-to-day operations will be addressed at future meetings through, discussion and voting by Directors at a Directors meeting or by written resolution at a Shareholders meeting.

The attached resolutions, for shareholder and director consideration and discussion, are presented as to reflect the date of incorporation, and corporate appointments at that time, as well as any changes to appointments made thereafter.

### **Shareholder Resolutions**

Shareholder resolutions are the business of the Municipality of Jasper, via Council. Council, as a whole, directs the corporation by providing written shareholder resolutions to the corporation.

#### Resolutions 2024-1, 2024-2 & 2024-3

- Ratifies the **Unanimous Shareholders Agreement**. A unanimous shareholders' agreement (USA) is a legal contract among all the shareholders of a company that outlines their rights, obligations, and arrangements concerning the management and operation of the business. In the case of the JMHC, the Municipality of Jasper, via Council is the sole shareholder. It is a legally binding document among the signatories and provides a level of control and stability in the management of a company.

#### Resolution 2024-4

- References the **Election of Directors as of October 20<sup>th</sup>, 2023**. Councilors Wilson and Melnyk were identified as Directors on incorporation papers based on their appointment to the JCHC at that time. Appointed Directors are required to sign the Consent to Act as Directors form.

#### Resolution 2024-5

- References the **Confirmation of Bylaw No 1** as enacted by the *Directors* of the corporation. Bylaw No 1 serves much the same purpose as the municipality's procedure bylaw in that it establishes the internal rules and regulations governing the operation and management of the corporation, including matters such as shareholder rights, director duties, and corporate procedures.

#### Resolution 2024-6

- Provides a **Ratification of Director's Acts**, which sanctions director actions performed after the fact, recognizing a concurrent need for initial Shareholder and Director organizational meetings.

#### Resolution 2024-07

- Acknowledges a **Change of Directorship**. At the October 24<sup>th</sup>, 2023 Council organizational meeting, Councillor Melnyk was removed as Director for the JCHC and Councillor Damota was appointed to the JCHC. Because appointment to the JCHC translates to appointment to the JMHC, a change of Directors

form is required to be executed. Note here that 'Alternates' are not recognized by Corporate Registries and are not included in the list of directors filed.

Of note is the ability of the Municipality of Jasper (via Council), as sole shareholder, to always have the authority to revisit and amend bylaws, the USA, or change the directors on the board at its sole discretion at any time in the future.

Two items remain outstanding and will be determined at a later date:

- Appointment of Accountants: Shareholder to pass resolution upon selection
- Appointment of External Directors: Shareholder to pass resolutions upon selection

The above items form the basis of the organization's governance and are required under legislation. Passing the resolutions allows the Jasper Municipal Housing Corporation to call its first meeting and begin deliberating on business decisions necessary for the day to day operations of the corporation.

**Strategic Relevance:**

- Build our internal capacity to advance our housing priorities.

**Inclusion Considerations:**

- The Municipal Inclusion Assessment Tool is not applicable to this recommendation.

**Relevant Legislation:**

- Municipal Governance Act
- Business Corporations Act

**Financial:**

There are no financial considerations at this time.

**Attachments:**

- Shareholders Resolutions 2024-1, 2024-2, 2024-3
- Unanimous Shareholders Agreement
- Shareholders Resolutions 2024-4, 2024-5, 2024-6
- Consent to Act as Director form
- Bylaw No. 1
- Shareholder Resolution 2024-7

## SHAREHOLDER RESOLUTIONS

Resolution #2024-1 Unanimous Shareholders Agreement

Resolution #2024-2 Unanimous Shareholders Agreement

Resolution #2024-3 Unanimous Shareholders Agreement

**RESOLUTIONS OF THE SHAREHOLDERS  
OF Jasper Municipal Housing  
Corporation  
(THE "CORPORATION")  
EFFECTIVE DATE:  
October 20<sup>th</sup>, 2023**

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**BE IT RESOLVED THAT:**

- 2024-1 The shareholders enter into a Unanimous Shareholder Agreement with the Corporation, in the form as put forth in front of the shareholders of the Corporation.
- 2024-2 Any director or officer of the Corporation be and is hereby authorized and directed to execute the Unanimous Shareholder Agreement on behalf of the Corporation.
- 2024-3 These resolutions may be signed by the shareholders of the Corporation in as many counterparts as may be necessary and delivered by electronic transmission, and such counterparts together shall constitute one and the same original instrument, each of which so signed shall be deemed to be an original.

The undersigned, being all the shareholders of the Corporation, hereby sign the foregoing resolutions, in accordance with the provisions of the *Business Corporations Act* (Alberta).

MUNICIPALITY OF JASPER

Per: \_\_\_\_\_

Per: \_\_\_\_\_



Unanimous Shareholders  
Agreement

**UNANIMOUS SHAREHOLDER AGREEMENT**  
(the "USA")

**THIS AGREEMENT** made effective the \_\_\_ day of \_\_\_\_\_, 20\_\_.

**BETWEEN:**

**MUNICIPALITY OF JASPER**

a municipal corporation incorporated pursuant to the laws of the Province of Alberta  
(hereinafter collectively referred to as the "**MOJ**")

**OF THE FIRST PART**

**AND:**

**JASPER MUNICIPAL HOUSING CORPORATION**

a body corporate duly incorporated pursuant to the laws of the Province of Alberta,  
(hereinafter referred to as the "**Corporation**")

**OF THE SECOND PART**

**WHEREAS:**

- A.** The parties wish to enter into this Agreement for the purpose of defining and qualifying their respective rights and obligations to each other and the terms and conditions under which they will carry on their activities under the corporate structure of the Corporation;
- B.** The MOJ has created the Corporation for the purpose described in Recital C(ii) of this Agreement, and to cause the development of the Project via the Corporation's control of the Connaught Project Corp.;
- C.** Due to the dual nature of the project, the MOJ did not want to intermingle the JCHC Assets with the Connaught Facility so it decided to compartmentalize them as follows:
- (i) the Connaught Project Corp. will own the Connaught Facility and enter into Leases with the Occupants of the Connaught Facility; and
  - (ii) the Corporation will either manage the JCHC Assets or own and manage the JCHC Assets, as to be later determined;
- D.** The MGA requires all municipalities who acquire shares in a corporation incorporated pursuant to the Act to enter into a unanimous shareholder agreement which addresses those matters as set forth both in the MGA and in the Regulation, namely that the USA must address the following matters:
- (i) The matters referred to in section 146(1) of the Act;
  - (ii) The Corporation's service delivery standards and decision-making structure;
  - (iii) A dispute resolution process in the event of a dispute between shareholders; and
  - (iv) The method by which the shareholders must provide direction to the corporation with respect to what action, if any, the controlled corporation is to take regarding a proposed Material Change in response to one or more report received under Section 7(5) of the Regulation.
- E.** The parties intend that this Agreement shall operate and be construed as a Unanimous Shareholder Agreement under the Act.

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of these premises and of the mutual covenants, agreements and conditions herein contained the parties hereby agree and declare as follows:

## **ARTICLE 1 - DEFINITIONS AND INTERPRETATION**

### **1.01            Definitions**

For the purposes of this Agreement and the Schedules hereto or any certificate, opinion or other document agreement, undertaking or assurance delivered in accordance with or in furtherance of the purposes and intent of this Agreement, unless there is something in the context inconsistent therewith, the following words and phrases will have the following meanings:

- (a)        “**Act**” means the *Business Corporations Act*, R.S.A. 2000, and all regulations thereunder as amended from time to time and every statute that may be substituted therefor, and in the case of any such amendment and substitution, any reference in this Agreement to the Act shall be read as referring to such amended or substituted provisions;
- (b)        “**Agreement**” means this Agreement as may be amended from time to time in accordance with the terms hereof, and the expressions “**herein**”, “**hereof**”, “**hereto**”, “**above**”, “**below**” and similar expressions if used in any sub-paragraph, paragraph, sub-section, Section or Article of this Agreement refer and relate back to the whole of this Agreement and not to that sub-paragraph, paragraph, sub-section, Section or Article only, unless otherwise expressly provided;
- (c)        “**Appoint**” includes “**elect**” and vice versa;
- (d)        “**Articles**” means the Articles of Incorporation of the Corporation filed on the \_\_\_ day of \_\_\_\_\_, 20\_\_ as from time to time amended or restated;
- (e)        “**Board**” means the Board of Directors of the Corporation;
- (f)        “**Business**” means: (i) initially, the investment of capital into the Connaught Project Corp. and the ownership of shares and control thereof of the Connaught Project Corp., in which the Corporation shall cause the Connaught Project Corp. to operate the Project to be operational and all activities necessarily related thereto; and (ii) investing capital into any subsequent housing projects;
- (g)        “**Business Day**” means every day except Saturday, Sunday and a statutory holiday effective in the Province of Alberta;
- (h)        “**Bylaws**” means any Bylaws of the Corporation as may be amended from time to time and in force and effect;
- (i)        “**Connaught Facility**” means that building to be owned by the Corporation on the Lands, in which the Housing Units are located within;
- (j)        “**Connaught Project Corp.**” means the Connaught Project Corp. in which the Corporation is to subscribe for \_\_\_ Class “A” Common, Voting shares and \_\_\_ Class “B” Common, Voting shares thereof;
- (k)        “**Director(s)**” means the person(s) who is/are from time to time, in accordance with the terms of this Agreement, duly elected director(s) of the Corporation;
- (l)        “**Financial Statements**” means those statements of the financial operation of the Corporation, including monthly statements of the Corporation’s revenues and expenses, as they are kept by the Corporation, and which comply with generally accepted accounting principles;
- (m)        “**Housing Unit**” means a self-contained housing unit within the Connaught Facility, that is subject to a Lease;

- (n) **"JCHC"** means the Jasper Community Housing Company;
- (o) **"JCHC Assets"** means those assets owned by the MOJ but were formerly managed for the MOJ by the JCHC;
- (p) **"Lands"** means those lands legally described as:
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- (q) **"Lease"** means such form of lease that the Connaught Project Corp. chooses for an Occupant to reside in a housing unit in the Project;
- (r) **"Material Change"** has that meaning as ascribed thereto in the Regulation;
- (s) **"MGA"** means the *Municipal Government Act*, RSA 2000, c.M-26 and all regulations thereunder as amended from time to time and every statute that may be substituted therefor, and in the case of any such amendment and substitution, any reference in this Agreement to the MGA shall be read as referring to such amended or substituted provisions;
- (t) **"Occupants"** mean those people who reside within one of the housing units of the Connaught Facility pursuant to a Lease, with the precondition that:
- (i) each Occupant has been approved of by the Connaught Project Corp. as an eligible occupant;
- (ii) that each Occupant qualifies as an "eligible resident" within the meaning of the *National Parks of Canada Lease and Licence of Occupation Regulation*, as either that regulation may be amended or replaced from time to time or the reference to "eligible resident" in this regulation may be amended or replaced from time to time
- and further that said Occupant is additionally either:
- (iii) a non-voting shareholder of the Connaught Project Corp.;
- (iv) an employee of a non-voting shareholder of the Connaught Project Corp.;
- (v) a nominee of a non-voting shareholder of the Connaught Project Corp.;
- (vi) a person selected by the MOJ directly;
- (u) **"Officer(s)"** means any officer(s) of the Corporation;
- (v) **"Ordinary Resolution"** has the meaning as set forth in the Act;
- (w) **"Parties"** means the initial parties to this Agreement and includes any person who may hereafter execute a counterpart of this Agreement upon becoming a shareholder and **"Party"** means any one of them;
- (x) **"Project"** means that housing project that will be owned by the Connaught Project Corp. for the purpose of increasing the supply of housing within the community of Jasper in which the Corporation shall cause the Connaught Project Corp. to enter into Leases with Occupants;
- (y) **"Regulation"** means the *Municipally Controlled Corporations Regulation*, A.R. 112/2018;

- (z) "Share(s)" means at all relevant times an issued Share or issued Shares, as the case may be, of the Corporation;
- (aa) "Special Resolution" has the meaning as set forth in the Act;

## **1.02 Derivative Meanings**

All derivatives of any of the definitions set forth in Section 1.01 hereof shall have the meanings appropriate to the derivation of such definition.

## **1.03 Words that Reference Defined Terms in Legislation**

Words and phrases used in this Agreement and not defined herein have the same meaning assigned to them respectively in the Act or in the MGA.

## **1.04 Effect of Unanimous Shareholder Agreement**

This Agreement shall operate and be construed as a Unanimous Shareholder Agreement under the Act provided that if for whatever reason this Agreement is determined not to be a Unanimous Shareholder Agreement under the Act, the terms and provisions hereof shall be binding upon the Parties. Should a conflict exist between this Agreement and the Corporation's Articles or Bylaws, this Agreement shall govern and, if necessary, each shareholder shall vote its Shares so that the Corporation's Articles or Bylaws are amended to be consistent with this Agreement.

## **ARTICLE 2 - GOVERNANCE OF THE CORPORATION**

### **2.01 Appointment of Directors**

The Board shall consist of an odd number of Directors, of up to seven (7) Directors at the discretion of the MOJ, all of which are appointed by the MOJ, from time to time. The MOJ has the sole and unfettered right to elect, appoint or remove any Director, from time to time.

### **2.02 Vacancies on Board of Directors**

The vacancies on the Board shall be filled as stated in Section 2.01 and in so doing the MOJ shall act in accordance with the provisions of Section 2.02.

### **2.03 Board Positions**

- (a) The Parties confirm that there shall be a Chairperson of the Board and a Vice-Chairperson of the Board, which shall be appointed in accordance with the Bylaws.
- (b) Only Directors shall be eligible to be either the Chairperson of the Board or the Vice-Chairperson of the Board.
- (c) All subsequent appointments of the Board position of Chairperson of the Board or Vice-Chairperson of the Board shall be done in accordance with the Bylaws.

### **2.04 Directors Voting/Quorum**

Except as otherwise required by law or by this Agreement, questions arising at any meeting of the Directors shall be decided by a majority of votes. Each Director shall have and exercise one vote only. A quorum of Directors shall be a majority of the Directors.

**2.05            Casting Vote**

In the case of an equality of votes at a meeting of the Board or of the Shareholder(s), no person shall have a second or casting vote in addition to his/her original vote.

**2.06            Vacancies**

The vacancies on the Board shall be filled by Ordinary Resolution.

**2.07            Officers**

The Parties confirm that as the initial Officers, but subject always to the appointment powers of the Board as contemplated within the Bylaws or amendments to the positions of any of the Officers, shall be a Chief Executive Officer plus any other officer the Board creates.

**2.08            Removal**

No Director or Officer may be removed from such position except in accordance with the terms of this Agreement or as stated in the Bylaws. If there is a discrepancy between this Agreement and the Bylaws pertaining to the removal of Directors or Officers, this Agreement shall govern.

**2.09            Financial Reporting to the MOJ**

The Corporation shall keep the Financial Statements and will provide them to the MOJ, as required by the MGA.

**ARTICLE 3 - CORPORATION OPERATIONAL MATTERS****3.01            Conduct**

Unless otherwise authorized by a Special Resolution, the Board shall not authorize the Corporation to:

**(a)            Operational Matters:**

- (i) sell, lease or exchange all or substantially all of the property of the Corporation other than in the ordinary course of business. For clarity, Connaught Project Corp. entering into individual Leases with Occupants is part of the ordinary course of business for the Corporation and will not require a Special Resolution from the Corporation to permit Connaught Project Corp. to do the same;
- (ii) be continued as a body corporate under the laws of another jurisdiction;
- (iii) carry on any business or activity other than the Business;

**(b)            Corporate Matters:**

- (i) amalgamate or merge with any other corporation;
- (ii) issue Shares of any class, the transfer of Shares of any class, increase or decrease the authorized or issued capital of the Corporation, or alteration of the Corporation's Share structure and/or Articles in any way;
- (iii) issue stock options;
- (iv) redeem or purchase any of its own Shares otherwise than allowed by the terms of this Agreement;
- (v) reorganize;

- (vi) purchase shares or securities in any other corporation, firm or entity;
- (c) **Financial Matters:**
  - (i) give financial assistance to any person;
  - (ii) make a general assignment for the benefit of creditors;
  - (iii) make a voluntary assignment to a trustee in bankruptcy;
  - (iv) subject to the provisions of the Act, give a guarantee on behalf of the Corporation to secure performance of an obligation of any person;
  - (v) mortgage, hypothecate, pledge or otherwise create a security interest in all or any property of the Corporation owned or subsequently acquired, to secure any obligation of the Corporation;
- (d) **Governance Matters:**
  - (i) take or institute any proceedings for the winding up, reorganization or dissolution of the Corporation;
  - (ii) register to carry on business in other jurisdictions;
  - (iii) enter into any partnerships or joint ventures.

### 3.02

#### **Material Change**

- (a) Notwithstanding anything contained herein to the contrary, if a Material Change to the Corporation is proposed, the Corporation shall not and the Board shall not cause the Corporation to implement this Material Change without compliance with both Section 75.3 of the MGA and Section 7 of the Regulation first, which shall include:
  - (i) For clarity, a Material Change as per Section 7(1) of the Regulation means:
    - (A) a change in the type of services offered by the Corporation;
    - (B) the purchase, sale, transfer or issuance of any Shares in the Corporation that would result in a change to the controlling interest of the MOJ;
    - (C) a change in the geographic locations where the controlled corporation offers services, if that change was not contemplated in the business plan under section 75.1(3)(a) of the MGA; or
    - (D) a change in the business, financing, operations or affairs of the Corporation that would be considered important by a reasonable person taking into account the circumstances of the Corporation in its entirety.
  - (ii) The MOJ notifying the residents of the MOJ of the proposed Material Change to the Corporation, which includes notifying them of the following:
    - (A) The new services the Corporation intends to provide in the proposed Material Change;
    - (B) The names of any new shareholder of the Corporation;



- (C) The geographic location in and outside Alberta in which the Corporation intends to provide services;
- (D) The market impact analysis, if any;
- (iii) This information must be made available to residents not less than 30 days prior to this engagement process or as otherwise stated in the MGA;
- (iv) The MOJ's residents being provided the opportunity to make representations to the MOJ's council concerning the proposed Material Changes.
- (b) The MOJ shall provide a report to the Corporation summarizing the representations made during this engagement process of the proposed Material Change.
- (c) After the MOJ's receipt of public input, the MOJ shall provide direction to the Corporation of any direction regarding the proposed Material Change
- (d) Only after there has been compliance with Section 75.3 of the MGA, shall the Corporation be entitled to implement any proposed Material Change.

#### **ARTICLE 4 - SHARES**

##### **4.01 Restriction on Issuance of New Shares**

The Parties agree that no additional Shares in the Corporation shall be allotted without a Special Resolution.

#### **ARTICLE 5 - COMPLIANCE WITH MGA AND REGULATION**

##### **5.01 Compliance with MGA**

The Corporation and the MOJ agree and acknowledge that the Corporation is a "controlled corporation" within the meaning of the MGA and the Regulation and accordingly this Agreement must address the following matters:

- (a) Addressing Section 146(1) of the Act – Section 3.01 of this Agreement addresses this obligation;
- (b) Corporation's Service Delivery Standards and Decision-Making Structure – The Corporation's service delivery standard shall be determined by the Board;
- (c) Dispute Resolution Process Between Shareholders – As there is only one shareholder of the Corporation, there is no need to include a dispute resolution process;
- (d) Material Change to the Corporation – Prior to any Material Change to the Corporation being implemented, the procedure in Section 3.02 of this USA shall be first followed.

#### **ARTICLE 6 - GENERAL PROVISIONS**

##### **6.01 Further Assurances**

The Parties and each of them do hereby covenant and agree to do such things and execute such further documents, agreements and assurances as may be necessary or advisable from time to time in order to carry out the terms and conditions of this Agreement in accordance with their true intent.

##### **6.02 Singular, Plural and Gender**

Wherever the singular, plural, masculine, feminine or neuter is used throughout this Agreement the same shall be construed as meaning the singular, plural, masculine, feminine, neuter, body politic or body corporate where the fact or

context so requires and the provisions hereof and all covenants herein shall be construed to be joint and several when applicable to more than one Party.

### **6.03            Notices**

- (a) Whether or not so stipulated herein, all notices, communication, requests and statements (the “Notice”) required or permitted hereunder shall be in writing.
- (b) Any Notice required or permitted hereunder shall be sent to the intended recipient at its address as follows:
  - (i) to the MOJ:

**MUNICIPALITY OF JASPER**

PO Box 520

Jasper, AB T0E 1E0

Fax: (780) \_\_\_\_\_

Email: \_\_\_\_\_

- (ii) to the Corporation:

**JASPER MUNICIPAL HOUSING CORPORATION**

303 Pyramid Lake Road,

Jasper AB, T0E 1E0

Fax: (780) \_\_\_\_\_

Email: \_\_\_\_\_

or to such other address as each Party may from time to time direct in writing.

- (c) Notice shall be served by one of the following means:
  - (i) by delivering it to the Party on whom it is to be served. Notice delivered in this manner shall be deemed received when actually delivered to such Party;
  - (ii) if delivered to a corporate party, by delivering it to the address specified in (c) during normal business hours. Notice delivered in this manner shall be deemed received when actually delivered;
  - (iii) by fax or email to the Party on whom it is to be served. Notice delivered in this manner shall be deemed received on the earlier of:
    - (A) if transmitted before 3:00 p.m. on a Business Day, on that Business Day; or
    - (B) if transmitted after 3:00 p.m. on a Business Day, on the next Business Day after the date of transmission; or
  - (iv) by mailing via first class registered post, postage prepaid, to the party to whom it is served. Notice so served shall be deemed to be received five (5) days after the date it is postmarked. In the event of postal interruption, no notice sent by means of the postal system during or within seven (7) days prior to the commencement of such postal interruption or seven (7) days after the cessation of such postal interruption shall be deemed to have been received unless actually received.

### **6.04            Unenforceable Terms**

If any term, covenant or condition of this Agreement or the application thereof to any Party or circumstance shall be invalid or unenforceable to any extent, the remainder of this Agreement or application of such term, covenant or

condition to a Party or circumstance other than those to which it is held invalid or unenforceable shall not be affected thereby and each remaining term, covenant or condition of this Agreement shall be valid and shall be enforceable to the fullest extent permitted by law.

**6.05**            **Amendments**

This Agreement may only be altered or amended in any of its provisions when any such changes are reduced to writing and signed by the Parties.

**6.06**            **Remedies Not Exclusive**

No remedy herein conferred upon any Party is intended to be exclusive of any other remedy available to that Party but each remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing by law or in equity or by statute.

**6.07**            **Preamble**

The Parties hereby confirm and ratify the matters contained and referred to in the preamble to this Agreement and agree that same is expressly incorporated into and form part of this Agreement.

**6.08**            **No Waiver**

No consent or waiver, express or implied, by any Party to or of any breach or default by any Party in the performance by such other Party of his obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default in the performance of obligations hereunder by such Party. Failure on the part of any Party to complain of any act or failure to act of another party or to declare such other Party in default, irrespective of how long such failure continues, shall not constitute a waiver by such Party of his rights hereunder.

**6.09**            **Counterparts**

This Agreement may be executed in several counterparts each of which when so executed shall be deemed to be an original, and such counterparts shall constitute the one and same instrument and, notwithstanding their date of execution, shall be deemed to bear date as of the date of this Agreement.

**6.10**            **Division**

The division of this Agreement into Articles, Sections, paragraphs or sub-paragraphs forms no part of this Agreement and shall be deemed to have been inserted and done for convenience.

**6.11**            **Headings**

The headings in this Agreement have been inserted for reference and as a matter of convenience only and in no way define, limit or enlarge the scope or meaning of this Agreement or any provision hereof.

**6.12**            **Governing Law**

This Agreement shall be governed by and construed in accordance with the laws of the Province of Alberta and the laws of Canada applicable therein. Each of the parties hereby irrevocably attorns to the exclusive jurisdiction of the Courts of the Province of Alberta.

**6.13**            **Time**

Time shall be of the essence of this Agreement.

**6.14 Survival**

The provisions of this Agreement which by their respective context are meant to survive closing of a purchase or sale and/or termination of this Agreement shall respectively survive such closing or termination, as the case may be, for the benefit of the Party or Parties relying thereon and shall not be merged therein or therewith.

**6.15 Business Day**

In any case where time limited by this Agreement expires on a day that is not a Business Day, the time shall be extended to and shall include the next succeeding Business Day.

**6.16 Statutory Reference**

Any reference to a statute shall include and shall be deemed to be a reference to such statute and to the regulations made pursuant thereto and promulgated thereunder with all amendments made thereto and in force from time to time and any final judicial decisions interpreting the same, and to any statute or regulation that may be passed which has the effect of supplementing or superseding the statute so referred to or the regulations made pursuant thereto.

**6.17 Non-Merger**

Unless subsequently agreed in writing, the provisions of this Agreement shall not merge on but shall survive execution of supplementary documents and otherwise howsoever.

**6.18 Enurement**

This Agreement shall enure to the benefit of and be binding upon the Parties hereto, their heirs, executors, administrators, successors and permitted assigns.

**IN WITNESS WHEREOF** the corporate parties have hereunto executed this Agreement by the hands of their duly authorized officers in that behalf and the individual parties have set their hands and seals effective the day and year first above written notwithstanding the actual date or dates of execution hereof.

**MUNICIPALITY OF JASPER**

**JASPER MUNICIPAL HOUSING CORPORATION**

Per: \_\_\_\_\_

Per: \_\_\_\_\_

Per: \_\_\_\_\_

Per: \_\_\_\_\_

## SHAREHOLDER RESOLUTIONS

Resolution #2024-4 Election of Directors

Resolution #2024-5 Confirmation of Bylaw No. 1

Resolution #2024-6 Ratification of Director's Acts

**RESOLUTIONS OF THE SHAREHOLDER  
OF JASPER MUNICIPAL HOUSING CORPORATION  
(THE "CORPORATION")  
EFFECTIVE DATE: OCTOBER 20, 2023**

---

**BE IT RESOLVED THAT:**

**ELECTION OF DIRECTORS**

2024-4        The following persons be elected directors of the Corporation for a term expiring at the closing of the next annual meeting or resolutions of the shareholder or until their successors are elected or appointed:

**SCOTT WILSON  
RALPH MELNYK**

**CONFIRMATION OF BY-LAW No. 1**

2024-5        By-law No. 1, the general administrative by-law of the Corporation enacted and made by the Directors of the Corporation, be and it is hereby confirmed as a bylaw of the Corporation.

**RATIFICATION OF DIRECTORS' ACTS**

2024-6        The business transacted at the first meeting of the Directors be and the same is hereby ratified and confirmed.

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.

The undersigned, being the shareholder of the Corporation entitled to vote at a meeting of shareholders, hereby confirms the foregoing resolutions, in accordance with the provisions of the *Business Corporations Act* (Alberta).

MUNICIPALITY OF JASPER

Per: \_\_\_\_\_

Per: \_\_\_\_\_

**CONSENT TO ACT AS DIRECTOR**

**TO: JASPER MUNICIPAL HOUSING CORPORATION  
(the "Corporation")**

**AND TO: THE SHAREHOLDERS THEREOF**

**I hereby certify as follows:**

1. I am not less than eighteen (18) years of age;
2. I am not:
  - (a) a represented adult as defined in the *Adult Guardianship and Trusteeship Act*, or is the subject of a Certificate of incapacity that is in effect under the *Public Trustee Act*;
  - (b) a formal patient as defined in the *Mental Health Act*;
  - (c) the subject of an order under *The Mentally Incapacitated Persons Act*; or
  - (d) a person who has been found to be of unsound mind by a court elsewhere than in Alberta.
3. I do not have the status of a bankrupt.

I hereby acknowledge that the Corporation is relying upon this certificate for the purpose of ensuring compliance by the Corporation with the provisions of the *Business Corporations Act* (Alberta), and agree to advise the Corporation by instrument in writing delivered to the Corporation of any change in my status as hereinbefore declared.

I hereby consent to act as a director of the Corporation. This consent shall continue in effect from year to year so long as I am re-elected to the board of directors by the shareholders, but if I resign from the board of directors, this consent shall cease to have effect from the effective date of such resignation.

I further consent to the participation by any director at a meeting of the board of directors or of any committee of directors of the Corporation by means of such telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, such consent to continue in effect unless revoked by an instrument in writing delivered to the Corporation.

Effective the 20th day of October, 2023.

\_\_\_\_\_



## Bylaw No. 1

**JASPER MUNICIPAL HOUSING CORPORATION**  
**(THE “CORPORATION”)**

**BYLAW No. 1**

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**JASPER MUNICIPAL HOUSING CORPORATION**  
**(THE “CORPORATION”)**

**BYLAW NO. 1**

A bylaw relating generally to the transaction of the business and affairs of the Corporation.

**BE IT ENACTED** as a bylaw of the Corporation as follows:

**SECTION 1 - INTERPRETATION**

**1.01 Definitions**

In these and other bylaws of the Corporation, unless the context otherwise requires:

- (a) “**Act**” means the *Business Corporations Act* of the Province of Alberta, and any statute that may be substituted therefor, as from time to time amended;
- (b) “**appoint**” includes “elect” and vice versa;
- (c) “**Articles**” mean the articles of incorporation of the Corporation and any amendments thereto that may have been made from time to time, as filed with the corporate registrar;
- (d) “**Board**” means the board of the Directors of the Corporation, acting in accordance with the Act, the Articles, these Bylaws, and the USA;
- (e) “**Bylaws**” means this bylaw and all other bylaws of the Corporation from time to time in force and effect;
- (f) “**Committee**” means any committee of the Board that is struck from time to time;
- (g) “**Corporation**” means the corporation which has adopted these Bylaws and to which the same apply;
- (h) “**Director**” means a person appointed as a director of the Corporation, as contemplated within the Articles, these Bylaws and the Act, and “**Directors**” means two (2) or more of them;
- (i) “**Municipality**” mean the Municipality of Jasper;
- (j) “**Officer**” means a person appointed as an officer of the Corporation, as contemplated within the Articles, these Bylaws and the Act, and “**Officers**” means two (2) or more of them;
- (k) “**Shareholder**” means a shareholder of the Corporation;
- (l) “**Telecommunication**” means any means or mode of electronic communication at a meeting that permits each participant to hear all other participants and to be heard by all participants;
- (m) “**USA**” means that Unanimous Shareholder Agreement amongst the Shareholder(s) of the Corporation, as it is amended from time to time.

**1.02 Use Of Descriptor Words**

Words and expressions defined in the Act have the same meanings when used in the Bylaws. Words importing the singular number include the plural and vice versa; words importing gender include masculine, feminine and neuter genders. Without limiting the generality of the foregoing, a reference to the Board shall include a sole Director when the Corporation has only a sole Director.

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**1.03 Bylaws Subject to the Act**

The Bylaws are subject to the provisions of the Act, unless the Act otherwise specifically provides.

**1.04 Conflict Between Bylaws and USA**

The Bylaws are subject always to the provisions of the Articles and the USA and in the event of conflict between the provisions of any Bylaws and provisions of the Articles and/or the USA, the provisions of the Articles and/or the USA shall prevail.

**1.05 Effect Of Headings**

The headings used in this bylaw are inserted for convenience of reference only and do not affect the interpretation of this bylaw or any part hereof.

**1.06 Effective Date**

The Bylaws shall come into force when enacted by the Board in accordance with the Act.

**SECTION 2 - BOARD OF DIRECTORS****2.01 Board of Directors**

Subject to the USA, the Directors shall manage or supervise the management of the business and affairs of the Corporation.

**2.02 Composition of Board of Directors**

The Board of Directors shall be appointed in accordance with the USA.

**2.03 Duty of Care of Board of Directors**

- (a) Subject to the USA, the Act and at law generally, every Director in exercising the Director's powers and discharging the Director's duties shall:
  - (i) act honestly and in good faith with a view to the best interests of the Corporation; and
  - (ii) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (b) Every Director shall comply with this Act, the regulations, the Articles, these bylaws and the USA.

**SECTION 3 - BOARD POSITIONS****3.01 Election of Chairperson**

- (a) The Board shall elect, from amongst their number the following positions:
  - (i) the Chairperson of the Board; and
  - (ii) the Vice-Chairperson of the Board;

plus any other positions on the Board that the Board determines is necessary at the first regular meeting of the Board of each calendar year.

- (b) The Board may exercise respectively such powers and authority and shall perform such duties, in addition to those specified in these Bylaws, as may from time to time be prescribed by the Board.
- (c) The Board, in their discretion, may remove any person elected in this Section 3.01, with or without cause, at any time. Notwithstanding the removal of any Director from their position in this Section 3.01, this removal does not remove the Director as being a Director on the Board.
- (d) Each person appointed by the Board in this Section 3.01 shall hold office until:
  - (i) a successor is appointed by the Board;
  - (ii) their resignation; or
  - (iii) their removal by the Board.

whichever first occurs.
- (e) For clarity, the people elected pursuant to this Section 3.01 are not Officers, but remain Directors.

### **3.02 Chairperson of the Board**

Without limiting anything contained in this Bylaw, the Chairperson of the Board shall:

- (a) preside over each regular meeting, special meeting and the annual meeting of the Board and of the Shareholders, and in doing so be the chairperson of such meetings;
- (b) vote on all matters before the Board;
- (c) be an ex-officio member of all Committees of the Corporation. Notwithstanding the membership ex-officio of any Committee:
  - (i) the Chairperson of the Board shall not have any voting rights at any Committee meeting unless the Chairperson of the Board is appointed by the Board to be a member of the Committee; and
  - (ii) the Chairperson of the Board shall not be a chairperson of the Committee unless the members of the Committee agree that the Chairperson of the Board shall be the chairperson of the Committee;
- (d) either:
  - (i) attend at all meetings of the Board and Committees of the Board for the purposes of being the recording secretary of the meeting; or
  - (ii) otherwise ensure that a recording secretary is present at such meetings;

and thereafter enter or cause to be entered in records kept for that purpose, minutes of all proceedings at such meetings; and
- (e) exercise such other powers and authority and perform such other duties as may from time to time be prescribed by the Board.

### **3.03 Vice-Chairperson of the Board**

The Vice-Chairperson of the Board shall:

- 
- (a) have the powers of the Chairperson of the Board, in the absence or inability of the Chairperson of the Board to discharge its duties;
  - (b) exercise such other powers and authority and shall perform such other duties as may from time to time be prescribed by the Board.

#### **SECTION 4 - BOARD MEETINGS**

##### **4.01 Frequency and Number of Board of Directors**

The Board, by resolution, may establish the date and number of regular meetings of the Board held during a calendar year, however, there shall be not less than two (2) regular meetings per year.

##### **4.02 Calling of Director Meetings**

The Chairperson of the Board:

- (a) may call a meeting of the Board at the discretion of the Chairperson of the Board; and
- (b) shall call a meeting upon receipt of written request by at least two (2) Directors. Upon receipt of a written request as stated, the Chairperson of the Board shall call this meeting within no less than forty-five (45) days of receipt of this request, or sooner should the circumstances reasonably require this.

##### **4.03 Notice of Director Meeting**

Notice of the time and place of every Board meeting shall be given to each Director personally, by telephone, by facsimile transmission, or by electronic mail with a read receipt notifying the sender that the email has been read, not less than forty-eight (48) hours before the time fixed for the holding of such Board meeting, provided that any Board meeting may be held at any time and place without such notice if:

- (a) all the Directors are present thereat and signify their waiver of such notice at such meeting; or
- (b) all the Directors present thereat signify their waiver of such notice and all the Directors that are absent have signified their consent to the meeting being held in their absence.

A notice of a meeting of the Board must specify the purpose or the business to be transacted at the meeting.

##### **4.04 Quorum for Meeting**

A quorum of Directors shall be constituted when a simple majority of the Board attends.

##### **4.05 Voting on Matters**

- (a) Subject to both Section 4.10 of the Bylaws and anything contained to the contrary in the USA, all matters put to the Board shall be decided by a majority vote. For clarity, any matter that is subject to a tie vote shall be defeated.
- (b) At every Board meeting every question shall be decided in the first instance by a show of hands, unless before or upon the declaration of the result by the show of hands, a poll is demanded by at least one (1) Director.
- (c) If a poll is demanded in the manner above mentioned, it shall be taken forthwith without adjournment and the result of such poll shall be deemed to be the resolution of the Board at which the poll was demanded. The recording secretary of the Board meeting shall cause to be entered into the minutes of the Board meeting, how each Director voted with respect to the matter that was voted on by such poll.



- (d) Subject to a poll vote in Section 4.05(c), a declaration by the Chairman that a resolution has been carried or carried by a particular majority, or lost, shall be conclusive and an entry to that effect in the book of proceedings of the Board shall be conclusive evidence thereof, without proof of the number or proportion of the votes recorded in favor of, or against such resolution.

#### **4.06 Casting Vote**

Subject to the USA, in the case of an equality of votes at a meeting of the Board, no person shall have a second or casting vote in addition to the person's original vote.

#### **4.07 Agenda for Director Meetings**

The Chairperson of the Board shall establish the agenda for any meeting of the Board. The attendees of a meeting of the Board shall adopt the agenda at the beginning of the meeting and may, upon agreement of a majority of those Directors present at the meeting, add or delete items from the agenda.

#### **4.08 Participation via Telecommunication**

A Director may participate in a meeting of the Board or of a Committee of Directors by Telecommunication and a Director participating in a meeting by those means is deemed to be present at the meeting.

#### **4.09 Meetings to be Held in Public**

A meeting of the Shareholders of the Corporation may be held in the absence of the public if the subject-matter being considered is in the best interests of the Corporation to be considered in the absence of the public, or concerns something that would be ordinarily excluded pursuant to the terms of the *Freedom of Information and Protection of Privacy* (Alberta) which includes, but is not limited to the following:

- (a) the security of the property of the Corporation;
- (b) personal information of an individual, including an employee of a Corporation;
- (c) a proposed or pending acquisition or disposition of property by or for a Corporation;
- (d) labour relations or employee negotiations; or
- (e) a law enforcement matter, litigation or potential litigation, including matters before administrative tribunals affecting the Corporation;

and no other subject-matter is to be considered in the absence of the public, subject to Section 4.10 of these Bylaws.

#### **4.10 Written Resolution in Lieu of a Meeting**

Section 117 of the Act permits a written resolution of the Board in lieu of holding a meeting.

Accordingly, a resolution or resolutions signed by all of the Directors, as such, without meeting together, whether embodied in the form of minutes of a meeting of Directors or not, shall be valid and effectual as if passed at a meeting of the Board duly called and constituted and shall be entered into the minute book of the Corporation accordingly, and may relate back to any date therein stated to be the effective date thereof. A Director may signify their assent to such resolution or resolutions in writing or by means of Telecommunication with respect to which a written record is made.

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## **SECTION 5 - BOARD COMMITTEES**

### **5.01 Delegation of Board Powers**

The Board may delegate some, but not all, of its powers to Committees as it thinks fit. Notwithstanding any delegation of its powers to committees, the Board remains responsible and accountable for all decisions made by any Committee.

### **5.02 Appointment of Committees**

The Board may appoint standing or ad hoc committees that it deems necessary consisting of Directors and others and may assign duties and responsibilities to the committees that are not inconsistent with the Act, the USA and these Bylaws.

### **5.03 Committees of Directors**

Unless otherwise ordered by the Board, each Committee of Directors shall have power to fix its quorum at not less than a majority of its members, to elect its chairperson and to regulate its own procedures.

The terms of reference for the foregoing Committees shall be established by each Committee and ratified by the Board, from time to time and as needed. All Committees shall be accountable to the Corporation through the Board.

### **5.04 Committee Advisories**

Subject always to the provisions of the USA and the directives of the Board, any Committee may seek out and utilize people who are not Directors to attend meetings of the Committee and provide an advisory function for the Committee and its members. For clarification, and without restricting the foregoing, such individual(s) shall not be deemed or implied to be members of the Committee by virtue of such attendance, and shall not vote upon any business or affairs of the particular Committee.

## **SECTION 6 - BOARD MATTERS (ADMINISTRATIVE)**

### **6.01 Minutes**

- (a) The Board shall cause all minutes of a meeting of the Board or a written resolution thereof to be entered into the minute book of the Corporation within thirty (30) days of the formal adoption of the minutes of the meeting or written resolution. The minutes of each meeting of the Board shall be approved at the next meeting of the Board, where reasonably possible.
- (b) The Board shall prepare and circulate amongst the Board for review and consideration, draft minutes of the most recent meeting of the Board within thirty (30) days after said meeting.

### **6.02 Corporate Seal**

The Board may adopt and change a corporate seal which shall contain the name of the Corporation and the Board may cause to be created as many duplicates thereof as the Board shall, from time to time, determine.

### **6.03 Execution of Documents**

Subject always to the restrictions or requirements of the USA:

- (a) the Board by resolution may from time to time direct the manner in which, and the person or persons, by whom, any particular instrument or class of instruments or documents may or shall be signed;
- (b) in the absence of a Board resolution, but subject always to the USA, any particular instrument or class of instruments must be signed on behalf of the Corporation by:

- (i) any one Director; and
- (ii) either the Chief Executive Officer or their designate;

or if the Corporation is authorized to have and has only one Director, then by any such person acting alone.

- (c) subject to the execution of the instrument by the representative(s) of the Corporation duly authorized under the Act, the USA and these Bylaws, any Director or Officer may affix the corporate seal to any instrument requiring the same.

## **SECTION 7 - OFFICERS**

### **7.01 Appointment of Officer Positions**

The Board shall appoint the Chief Executive Officer and such other officer positions as the Board sees fit. Without limitation of the foregoing:

- (a) the powers of the officer positions shall be set by the Board, from time to time; and
- (b) the remuneration of each officer position, if any, shall be set by the Board from time to time.

### **7.02 Powers and Duties of Chief Executive Officer**

The Chief Executive Officer shall, subject always to the delegation of responsibilities to other Officers, contractors, consultants and/or employees of the Corporation:

- (a) have supervision of the business and affairs of the Corporation and such other additional powers and duties as the Board may specify from time to time;
- (b) to the extent such duties are not delegated to another Officer:
  - (i) attend and be the secretary at all meetings of the Shareholder(s) for the purposes of being the recording secretary of the meeting and shall enter or cause to be entered in records kept for that purpose, minutes of all proceedings at such meetings;
  - (ii) be the custodian of the corporate seal, if any, of the Corporation and shall have charge of all books, papers, reports, certificates, records, documents, registers and instruments belonging to the Corporation;
  - (iii) be responsible for registering or filing of, or causing to be registered or filed, all reports, certificates and all of the documents required by law to be registered or filed by the Corporation;
  - (iv) keep or cause to be kept, proper accounting records in compliance with the Act and shall be responsible for the deposit of monies and other valuable effects of the Corporation in the name and to the credit of the Corporation in such banks or other depositories as the Board may from time to time designate;
  - (v) be responsible for the disbursement of the funds of the Corporation; and
  - (vi) render to the Board, whenever so directed, an account of all financial transactions and of the financial position of the Corporation;
  - (vii) give or cause to be given as and when instructed, all notice to Shareholder(s), the Board, Officers, Auditors and members of Committees of the Board;

- (viii) provide operational reports or other statements as to the affairs of the Board, as the Board may require from time to time;
- (ix) certify any documents of the Corporation except when some other Officer or agent has been appointed for any such purpose;
- (x) ensure that the policies and programs of the Corporation are implemented;
- (xi) advise and inform the Board on the operations and affairs of the Corporation; and
- (xii) carry out any lawful direction of the Board from time to time.

### **7.03 Other Officers**

The powers and duties of all other Officers shall be such as prescribed by the Directors.

### **7.04 Variation of Powers and Duties**

The Board may from time to time vary, add to or limit the powers, authority and duties of any Officer.

### **7.05 Removal and Discharge of Officers**

The Board, in its discretion, may remove any Officer, with or without cause, at any time, unless the resolution or contract providing for the appointment of such Officer stipulates otherwise. Each Officer appointed by the Board shall hold office until a successor is appointed, or until their earlier resignation or removal by the Board.

### **7.06 Term of Office**

Each Officer appointed in these Bylaws shall hold office until:

- (a) a successor is appointed by the Board;
- (b) their resignation; or
- (c) their removal by the Board,

whichever first occurs.

## **SECTION 8 - SHAREHOLDER MEETINGS**

### **8.01 Meeting**

An annual meeting of the Shareholder(s) shall be called by the Chairperson of the Board. In no case shall an annual Shareholder meeting be called later than fifteen (15) months from the last preceding annual Shareholder(s) meeting.

### **8.02 Notice of Meeting**

Written notice of the annual Shareholder meeting shall be provided to the Shareholder(s) by mail postmarked, facsimile transmission or electronic mail with a read receipt not less than twenty-one (21) days prior to the date of the annual Shareholder meeting.

### **8.03 Agenda for Shareholder Meetings**

The Chairperson of the Board shall establish the agenda for any meeting of the Shareholder(s). The attendees of a meeting of the Shareholder(s) shall adopt the agenda at the beginning of the meeting and may, upon agreement of a majority of those Shareholder(s) present at the meeting, add or delete items from the agenda.

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**8.04 Calling of Special Shareholder Meetings**

The Chairperson of the Board shall call a special meeting of the Shareholder(s) upon receipt of a request from no less than five (5%) percent of the issued shares of the Corporation.

**8.05 Shareholder Quorum**

- (a) A quorum is present irrespective of the number of persons actually present at the meeting, if the holder or holders of no less than 2/3rds of all the issued Shares entitled to vote at the meeting are present in person.
- (b) If a quorum is present at the opening of a meeting of shareholders the Shareholders present may proceed with the business of the meeting, notwithstanding that a quorum is not present throughout the meeting.
- (c) If a quorum is not present at the opening of a meeting of the Shareholders, the Shareholders present may adjourn the meeting to a fixed time and place but may not transact any other business.

**8.06 Telecommunication/Virtual Meetings**

Any representative of a Shareholder(s) or any other person entitled to attend a meeting of Shareholder(s) may participate in the meeting by means of telephone, video or other communication facilities that permit all persons participating in the meeting to hear each other and a person participating in such a meeting by those means is deemed to be present at the meeting.

**8.07 Persons Entitled to be Present at Meetings**

- (a) The following persons are entitled to be present at a meeting of the Shareholder(s):
  - (i) those representatives of the Shareholder(s) entitled to vote thereat;
  - (ii) the Directors;
  - (iii) the auditor of the Corporation; and
  - (iv) others who, although not entitled to vote, are entitled or required under any provision of the Act, these Bylaws, or any other legislation to be present at the meeting.
- (b) A meeting of the Shareholders of the Corporation may be held in the absence of the public only as permissible pursuant to *Freedom of Information and Protection of Privacy Act* (Alberta) if the subject-matter being considered in the absence of the public concerns it, which may include, but not be limited to:
  - (i) the security of the property of the Corporation;
  - (ii) personal information of an individual, including an employee of a Corporation;
  - (iii) a proposed or pending acquisition or disposition of property by or for a Corporation;
  - (iv) labour relations or employee negotiations; or
  - (v) a law enforcement matter, litigation or potential litigation, including matters before administrative tribunals affecting the Corporation;

and no other subject-matter is to be considered in the absence of the public, subject to section 8.13 of these Bylaws.

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**8.08 Notice of Adjourned Meeting**

If a meeting of Shareholder(s) is adjourned by one or more adjournments for an aggregate of less than 30 days, not less than five days' notice of the time and place of the adjourned meeting shall be given to those persons entitled to receive such notice as provided by the Act.

**8.09 Chairperson of Shareholder(s) Meetings**

The chairperson of any meeting of the Shareholder(s) shall be the first mentioned of such of the following persons as have been appointed and who is present at the meeting of the Corporation:

- (a) the Chairperson of the Board; and
- (b) the Vice-Chairperson of the Board.

If no such person is present within fifteen minutes from the time fixed for the holding of the meeting of the Shareholder(s), the Shareholder(s) present and entitled to vote shall choose one of their number then present to be chairperson of that meeting.

**8.10 Chairperson's Declaration as to Vote**

At any meeting, unless a ballot is demanded, a declaration by the chairperson of the meeting that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority shall be conclusive evidence of the fact without proof of the number or portion of votes recorded in favour of or against the motion.

**8.11 Voting by Ballot**

- (a) If a ballot is demanded by any person entitled to vote at a Shareholder(s) meeting and the demand is not withdrawn, the ballot so demanded shall be taken in such manner as the chairperson of the meeting shall direct. Each person who is entitled to vote at the meeting upon the question shall vote that number of votes provided by the Act, USA or the Articles, as the case may be.
- (b) The declaration by the chairperson of the meeting that the vote upon the question has been carried, or carried unanimously or by a particular majority, or lost or not carried by a particular majority and an entry in the minutes of the meeting shall be prima facie evidence of the fact without proof of the number of proportion of votes recorded in favour of or against any resolution or question.

**8.12 Scrutineers**

The chairperson of any meeting of the Shareholder(s) may appoint one or more scrutineers to count and report upon the results of the voting.

**8.13 Written Resolution in Lieu of a Meeting**

Section 141 of the Act permits a written resolution of the Shareholders in lieu of holding a meeting.

Accordingly, a resolution or resolutions signed by all of the Shareholders who are entitled to vote on such meeting, as such, without meeting together, whether embodied in the form of minutes of a meeting of Shareholders who are entitled to vote on such meeting or not, shall be valid and effectual as if passed at a meeting of the Shareholders who are entitled to vote on such meeting duly called and constituted and shall be entered into the minute book of the Corporation accordingly, and may relate back to any date therein stated to be the effective date thereof. A Shareholder may signify its assent to such resolution or resolutions in writing or by means of Telecommunication with respect to which a written record is made.

**SECTION 9 - CONFLICTS OF INTEREST**

**9.01 Disclosure of Conflicts of Interest of Directors and Officers**

- (a) A Director or Officer who
- (i) is a party to a material contract or material transaction or proposed material contract or proposed material transaction with the Corporation, or
  - (ii) is a director or an officer of or has a material interest in any person who is a party to a material contract or material transaction or proposed material contract or proposed material transaction with the Corporation,
- shall disclose in writing to the Corporation or request to have entered in the minutes of meetings of the Board the nature and extent of the Director's or Officer's interest, as the case may be.
- (b) The disclosure required by subsection (a) shall be made, in the case of a Director or Officer:
- (i) at the meeting at which a proposed contract or transaction is first considered, wherein the Director or Officer shall disclose in writing to the Corporation or request to have entered in the minutes of meetings of Board the nature and extent of the Director's or Officer's interest as the case may be;
  - (ii) if the Director or Officer was not interested in a proposed contract or transaction at the time of the meeting referred to in Section 9.01(b)(i), at the first meeting after the Director or Officer becomes so interested;
  - (iii) if the Director or Officer becomes interested after a contract or transaction is made, at the first meeting after the director becomes so interested; or
  - (iv) if a person who is interested in a contract or transaction later becomes a director, at the first meeting after the person becomes a Director or Officer.
- (c) Where a proposed contract or transaction is dealt with by resolution under Section 4.10 instead of at a meeting, the disclosure that would otherwise be required to be made in accordance with this Section shall be made:
- (i) forthwith on receipt of the resolution, or
  - (ii) if the Director or Officer was not interested in the proposed contract or transaction at the time of receipt of the resolution, at the first meeting after the Director of Officer becomes so interested.
- (d) If a material contract or material transaction or proposed material contract or proposed material transaction is one that, in the ordinary course of the Corporation's business, would not require approval by the Board or Shareholders, a Director or Officer shall disclose in writing to the corporation, or request to have entered in the minutes of a Board meeting, the nature and extent of the Director's or Officer's interest, as the case may be forthwith after the Director or Officer becomes aware of the contract or transaction or proposed contract transaction.
- (e) A Director or Officer referred to in Section 9.01(d) shall not vote on any resolution to approve the contract or transaction unless the contract or transaction is:
- (i) a contract or transaction relating primarily to the Director's or Officer's remuneration as a Director, Officer, employee or agent of the Corporation or an affiliate of the Corporation; or
  - (ii) a contract or transaction for indemnity or insurance under the Bylaws or the USA.

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- (f) For the purpose of this section, a general notice to the Board by a Director or Officer is a sufficient disclosure of interest in relation to any contract or transaction made between the Corporation and a person in which the Director or Officer has a material interest or of which the Director or Officer is a director or officer if
- (i) the notice declares the Director or Officer is a director or officer of or has a material interest in the person and is to be regarded as interested in any contract or transaction made or to be made by the corporation with that person, and states the nature and extent of the director's interest, and
  - (ii) at the time disclosure would otherwise be required under this Section 9.01, the extent of the Director's or Officer's interest in that person is not greater than that stated in the notice.
- (g) If a material contract or material transaction is made between a corporation and one or more of its directors or officers, or between a corporation and another person of which a director or officer of the corporation is a Director or Officer or in which the Director or Officer has a material interest,
- (i) the contract or transaction is neither void nor voidable by reason only of that relationship, or by reason only that a Director or Officer with an interest in the contract or transaction is present at or is counted to determine the presence of a quorum at a Board meeting or Committee meeting that authorized the contract or transaction, and
  - (ii) a director or officer or former director or officer of the corporation to whom a profit accrues as a result of the making of the contract or transaction is not liable to account to the Corporation for that profit by reason only of holding office as a Director or Officer,
- if the director or officer disclosed the Director's or Officer's interest in accordance with this Section and the contract or transaction was approved by the Board or the Shareholders and it was reasonable and fair to the Corporation at the time it was approved.
- (h) Even if the conditions of subsection (g) are not met, a Director or Officer acting honestly and in good faith is not accountable to the Corporation or to its Shareholders for any profit realized from a material contract or material transaction for which disclosure is required hereunder, and the material contract or material transaction is not void or voidable by reason only of the interest of the director or officer in the material contract or material transaction, if
- (i) the material contract or material transaction was approved or confirmed by a meeting of the Shareholders,
  - (ii) disclosure of the interest was made to the Shareholders in a manner sufficient to indicate its nature before the material contract or material transaction was approved or confirmed; and
  - (iii) the material contract or material transaction was reasonable and fair to the Corporation when it was approved or confirmed.
- (i) If a Director or Officer corporation fails to comply with this section, a Court may, on application of the Corporation or any of its Shareholders, set aside the material contract or material transaction on any terms that it thinks fit, or require the Director or Officer to account to the Corporation for any profit or gain realized on it, or both.
- (j) Notwithstanding anything else contained to the contrary herein, this Section 9.01 shall not apply to any contract between the Corporation and the Shareholder.



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**SECTION 10 - INDEMNIFICATION****10.01 Indemnification of Directors or Officers for Other Corporations on behalf of Corporation**

- (a) Except in respect of an action by or on behalf of the Corporation or body corporate to procure a judgment in its favour, the Corporation shall indemnify a Director, Officer, a former Director, a former Officer or a person who acts or acted at the Corporation's request as a Director or Officer of a body corporate of which the Corporation is or was a Shareholder or creditor, and the Director or Officer's heirs and legal representatives, against all costs, charges and expenses, including any amount paid to settle an action or satisfy a judgment, reasonably incurred by him in respect of any civil, criminal or administrative action or proceeding to which the Director or Officer is involved is made a party by reason of being or having been a Director or Officer of that Corporation or body corporate, if:
- (i) the Director or Officer acted honestly and in good faith with a view to the best interests of the Corporation; and
  - (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, the Director or Officer had reasonable grounds for believing that the Director or Officer's conduct was lawful.
- (b) The Corporation may with the approval of the court indemnify a person referred to in Section 10.01(a) in respect of an action by or on behalf of the Corporation or body corporate to procure a judgment in its favour, to which the person is made a party by reason of being or having been a Director of the Corporation or body corporate, against all costs, charges and expenses reasonably incurred by the person in connection with the action if the person fulfils the conditions set out in Section 10.01(a)(i) - (ii).

**10.02 Indemnification of Others**

Subject to Section 10.01(a), the Corporation may from time to time indemnify and save harmless any person who was or is a party or is threatened to be made a party to any threatened, pending or contemplated action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the Corporation) by reason of the fact that the person is or was an employee or agent of the Corporation, or is or was serving at the request of the Corporation as a Director, Officer, employee, agent of or participant in another corporation, partnership, joint venture, trust or other enterprise, against expenses (including legal fees), judgments, and fines in any amount actually and reasonably incurred by the person in connection with such action, suit or proceeding if the Board determines that:

- (a) the person acted honestly and in good faith with a view to the best interests of the Corporation; and
- (b) in the case of a criminal or administrative action or proceeding that is enforced by monetary penalty, the person had reasonable grounds for believing that their conduct was lawful.

**10.03 Right of Indemnity not Exclusive**

The provisions for indemnification contained in this Section 10 shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any bylaws, USA, vote of Shareholder(s) or otherwise, both as to acting in an official capacity and as to acting in any other capacity while holding such office and shall continue as to a person who has ceased to be a Director and shall enure to the benefit of the heirs and legal representatives of such person.

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**SECTION 11 - GENERAL PROVISIONS****11.01 Bylaw Amendment**

The Bylaws may only be made, amended or repealed as stipulated in the USA.

**11.02 Notices**

In addition to any other method of service permitted by the Act any notice or document required by the Act, the regulations, the Articles or the Bylaws may be sent to any person entitled to receive same in the manner set out in the Act for service upon a Shareholder or director and by any means of Telecommunication with respect to which a written record is made. A notice sent by means of Telecommunication shall be deemed to have been given on the first business day after the date upon which the written record is made.

**11.03 Waiver of Notice**

Any Shareholder, Director, Officer, auditor or member of the Corporation may waive the requirement to give or the time for any notice required to be given to it under any provision of the Act, the regulations thereunder, the Articles, the Bylaws or otherwise, and such waiver or abridgment, whether given before or after the meeting or other event of which the notice is required to be given, shall cure any defect in the giving or in the time of such notice as the case may be. Any such waiver as aforesaid shall be in writing for the waiver to be valid. Additionally, the attendance at any meeting of the Shareholders, the Directors or the Corporation itself shall be deemed to constitute a waiver of the notice of the meeting and to abridge the time thereof.

**11.04 Signature on Notice**

The signature to any notice to be given by the Corporation may be lithographed, written, printed or otherwise mechanically or electronically reproduced.

**11.05 Counterpart Documents**

Any resolution in writing may be executed in counterpart and shall thereupon be binding upon the person or persons whose signatures appear thereon subject to the execution of one or more similar counterparts to be executed in the aggregate by the remaining person or persons named or referred to therein.

**11.06 Solicitors Authorization**

The solicitors for the Corporation, as its agents, are authorized to, without further action or authorization from the Corporation, its Board, or Officers, as the case may be, execute and file with Alberta Corporate Registry or any other similar entity, whether in or outside of the Province of Alberta, any and all documents contemplated by the *Business Corporations Act* or any other applicable legislation or regulation, including but not limited to, a Notice of Change of Address.

Enacted by the Board as of the \_\_\_ day of \_\_\_\_\_, 20\_\_.

As evidenced by the signature of the Chief Executive Officer of the Corporation endorsed below.

\_\_\_\_\_  
Chief Executive Officer

## SHAREHOLDER RESOLUTIONS

Resolution #2024-7 Change of Directors

**RESOLUTIONS OF THE SHAREHOLDER  
OF JASPER MUNICIPAL HOUSING CORPORATION  
(THE "CORPORATION")  
EFFECTIVE DATE: OCTOBER 24, 2023**

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**WHEREAS** Ralph Melnyk has been removed as a director of the Corporation;

**AND WHEREAS** Rico Damota has been appointed as a director of the Corporation.

**NOW THEREFORE BE IT RESOLVED THAT:**

2024-7      A) The removal of Ralph Melnyk as a director of the Corporation is hereby approved.

B) The appointment of Rico Damota as a director of the Corporation is hereby approved.

C) The directors of the Corporation are confirmed as being the following persons:

**SCOTT WILSON  
RICO DAMOTA**

D) Christopher A. Huygen is hereby authorized and directed to execute and file a Notice of Directors at Alberta Corporate Registry to effect such director appointment, and to further make all necessary amendments to the corporate minute book.

E) 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.

The undersigned, being the sole shareholder of the Corporation entitled to vote at a meeting of shareholders, hereby confirms the foregoing resolutions, in accordance with the provisions of the *Business Corporations Act* (Alberta).

MUNICIPALITY OF JASPER

Per: \_\_\_\_\_

Per: \_\_\_\_\_

## AGENDA ITEM 7.5

### REQUEST FOR DECISION

**Subject:** Community and Economic Development Fund Policy Review  
**From:** Bill Given, Chief Administrative Officer  
**Prepared by:** Lisa Riddell, Community Development Manager  
**Reviewed by:** Christopher Read, Director of Community Development  
**Date:** February 13, 2024



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#### Recommendation:

- That Committee recommend Council amend the Community and Economic Development Fund Policy B-117 as presented.

#### Alternatives:

- That Committee receive this report for information only, thereby maintaining Policy B-117 in its current form.
- That Committee receive this report for information and direct Administration to return to a future Committee of the Whole meeting with requested changes to the policy as described by Council.

#### Background:

On November 14, 2023 Committee received a report from Administration on the Community and Economic Development Fund Policy. The report recommendation was to review the policy and to change the eligibility requirements so that groups that already receive municipal funding through the regular budget process are ineligible to apply. On November 14th two motions were carried:

Community & Economic Development Fund Policy Review #549/23	Committee received a report from Administration with Community Development Manager Lisa Riddell attending to answer questions.		
	MOTION by Councillor Kelleher-Empey that Committee receive this report for information and direct Administration to change the eligibility requirements to exclude any group that has received municipal funding in the current calendar year.		
	FOR 6 Councillors	AGAINST 0 Councillor	CARRIED
#550/23	MOTION by Mayor Ireland that Committee direct Administration to revise Policy B-117 as follows and bring to the next Regular Council meeting: <ul style="list-style-type: none"><li>• Section 3 Standards/Applicants - remove bullets 1 and 2</li><li>• Section 3 Standards/Applicants - add separate bullet to include individuals</li><li>• Section 3 Standards/Applicants/ineligible - remove bullets 1 and 2</li></ul>		
	FOR 6 Councillors	AGAINST 0 Councillor	CARRIED

Administration made the changes to open the applications up to individuals and businesses (Motion #550/23) but accidentally overlooked the change making organizations who already receive funding ineligible to apply (Motion 549/23). When the revised policy came to Council, it was passed without that change.

#### Discussion:

The attached draft policy includes the change to the eligibility requirements to exclude any groups that has received municipal funding in the current calendar year.

**Strategic Relevance:**

- Promote and enhance recreational and cultural opportunities and spaces.
- Enable and facilitate events that provide opportunities to increase community connections.
- Welcome the expertise, innovation, creativity and commitment of community members, groups, associations and businesses.
- Embrace our growing diversity.
- Leverage and create opportunities for greater inclusion.
- Recognize the fundamental importance of our tourism economy.

**Relevant Legislation:**

- Policy [B-117](#) – Community and Economic Development Fund
- Policy [F-104](#) – Relationships with External Groups
- Policy [E-015](#) – Equity, Diversity and Inclusion Policy

**Financial:**

Financial resources to update the Community and Economic Development fund policy are in the 2023 budget.

**Attachments:**

- [Policy B-117](#) – Community and Economic Development Fund

**Policy Title:** COMMUNITY & ECONOMIC DEVELOPMENT FUND

**Policy #:** B-117

**Effective Date:** XXXX, 2024

**Date adopted by Council:** XXXX, 2024



## 1. POLICY STATEMENT

The Municipality of Jasper is committed to providing funding support to projects that help build community capacity.

The Municipality of Jasper's Community & Economic Development (CED) Fund provides financial support to projects that fit into one of the below streams:

### STREAM A: Community Development

- Build community connection
- Promote community health and wellbeing
- Advance environmental stewardship

### STREAM B: Economic Development

- Develop entrepreneurial skills
- Develop employment skills
- Increase jobs or businesses

## 2. SCOPE

The Community and Economic Development Fund supports projects that occur within the Municipality of Jasper.

## 3. STANDARDS

The CED Fund may award a total of up to \$10,000 per year.

All funding requests will be presented to Committee of the Whole and require a motion of Council for final approval.

All funding will be aligned with Council Policy [F-104 Relationships with External Groups](#)

## APPLICANTS

Funding will be granted to organizations or individuals that meet these requirements and follow these practices:

- Operated in a non-discriminatory manner, as set out by the Municipality's [Equity, Diversity and Inclusion policy \(E-015\)](#) and the Alberta Human Rights Act
- Efficient, effective and fiscally responsible
- In good financial standing with the Municipality of Jasper

The following types of organizations/programs are *ineligible* for funding:

- Organizations that have already received municipal funding through the budget process in the calendar year for which they are applying
- Organizations with a partisan political affiliation, or which participate in partisan political activities at the federal, provincial, or municipal level
- Organizations which act primarily as a funding source for other groups
- Faith-based organizations where the services/activities include the promotion and/or required adherence to a specific faith

- Organizations whose programs fall within the legislated mandate of other governments or municipal departments
- Provincial, national, or international organizations which do not have an active local chapter in Jasper
- Organizations with objectives which are inconsistent with Council's commitment to diversity, inclusion, human rights and basic human dignity

## **PROJECT ELIGIBILITY**

To qualify for funding, applicants must demonstrate:

- How their initiative contributes to community or economic development in Jasper
- How they have removed barriers to accessing their proposed project for groups at risk of exclusion (lower income, youth, older adults, immigrants, visible minorities, individuals with diverse abilities, etc.) using the inclusion tool included in the application package
- How they have helped build capacity to sustain project outcomes beyond the funding period

Applicants that can show additional funding sources, or in-kind contributions from other groups, will receive more favorable consideration in the evaluation.

## **4. 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.

## **5. DEFINITIONS**

**Barrier** – an obstacle that prevents someone from movement or access. There are different types of barriers (physical, geographical, technological, motivational, language etc.).

**Community Capacity** – the ability of a community, its people and organizations, to solve problems and improve or maintain certain conditions.

**Community connection** – a sense of belonging to something bigger than oneself. Social connection between and among community members strengthens community connection.

**Community health** – the physical, mental, emotional and economic wellbeing of people in a specific geographic region.

**Employment skills** – including things like communication, motivation and initiative, leadership, dependability, teamwork, patience, adaptability, language or technical training.

**Entrepreneurial skills** – various skillsets such as leadership, business management, time management, creative thinking, problem solving.

**Environmental stewardship** – the responsible use and protection of the natural environment through active participation in conservation efforts.

**Inclusivity** – providing equal access to opportunities and resources for people who might otherwise be excluded.

**Jobs or businesses** – refers to new positions, new types of work or new ventures entirely.



## AGENDA ITEM 7.6

### REQUEST FOR DECISION

**Subject:** Childcare Space Creation Funding Advocacy Request for Decision  
to Alberta Municipalities Spring Municipal Leaders' Caucus

**From:** Bill Given, Chief Administrative Officer

**Prepared by:** Lisa Daniel, Childcare Services Manager

**Reviewed by:** Christopher Read, Director - Community Development

**Date:** February 13, 2024



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#### Recommendation:

That Committee recommend Council support submitting the attached Request for Decision to the Alberta Municipalities Spring Leaders' Caucus.

#### Alternatives:

- That Committee direct Administration to revise the advocacy approach.
- That Committee receive this request for information only.

#### Background:

The Canada-Alberta Early Learning and Child Care Agreement, signed in November, 2021 commits \$3.8 billion to early learning and care in Alberta with goal of making child care cost an average of \$10/day by 2026 and building capacity in licensed child care. A part of the bilateral agreement is focused on space creation and will help enable up to 68,700 total new licensed spaces to be created by 2026. This Federal-Provincial investment has been reshaping the landscape of early learning and care and creating opportunities for municipalities to address local child care gaps.

On October 10, 2023 Committee passed the following motion: #435/23 that Committee refer the matter of advocacy on the bilateral agreement for child care to a future Committee of the Whole meeting.

At the January 23, 2024 Committee meeting Administration presented an RFD on Child Care Advocacy, and this was one of the supported advocacy efforts.

#### Discussion:

The capital costs of creating child care spaces in many municipalities is cost-prohibitive to the childcare providers in those communities. The lack of appropriate and significant financial support from the provincial government, combined with the structure of the allowable fees, renders space creation impossible for many providers including non-profits and those supported by municipalities.

Currently the province offers a space creation grant in the amount of \$5000 per space created for already licensed facilities and \$6000 per space for new licensed facilities. This amount does not adequately cover costs of capital project renovations that are required by most facilities to increase space in either existing or new locations.

There are limiting factors to increasing child care capacity and affordability specifically in Jasper, these include lack of physical space and the higher-than-average costs for renovating or adding on to current space. While Jasper may be on the higher end of renovation and building costs due to our location and other constraints, project pricing around the province shows that inflationary pressures affect most communities. Regardless, \$5,000 or \$6,000 capital support is a small fraction of the actual costs for space creation across Alberta. In order to address this, Administration recommends that Council supports submitting the attached “Request for Decision” to the Alberta Municipalities Spring Municipal Leaders Caucus calling on Alberta Municipalities to advocate to the Government of Alberta for a more comprehensive capital grant program to support the creation of new physical child care spaces.

As per Alberta Municipalities policy, to submit the attached to the Leaders Caucus requires approval of council.

**Strategic Relevance:**

- Community Health
  - Take proactive steps to reduce the risk of people becoming vulnerable and respond when they are vulnerable.
  - Leverage and create opportunities for greater inclusion.
  - Recognize the fundamental importance of our tourism economy.
- Relationships
  - Collaborate with other municipalities, orders of government, Indigenous partners and advocacy associations.
- Organizational Excellence
  - Ensure residents receive quality service that provides strong value for dollar.
- Advocacy
  - Contribute our voice to support community, industry, and partners in their advocacy efforts.
  - Increase awareness and understanding of our unique conditions with other orders of government and funders.

**Inclusion Considerations:**

- Accessible, inclusive, early learning and childcare is one way that we serve our diverse community.

**Relevant Legislation:**

- Early Learning and Child Care Act and Regulations
- Alberta Municipal Government Act
- Jasper’s Community Child Care Strategy
- Federal-Provincial Child Care Agreement

**Financial:**

There are no financial implications with this request.

**Attachments:**

ABMunis RFD Submission Package

# **MEMBER REQUEST FOR DECISION**

## **SPRING MUNICIPAL LEADERS' CAUCUS**

**DATE:**

13 February 2024

**TOPIC:**

Childcare Capital Grant Program

**RECOMMENDATION:**

That Alberta Municipalities advocate for the Alberta Government to establish capital grant program to support the creation of new physical spaces for licensed childcare, and;

That the capital grant program be focused on supporting non-profit and municipally operated child care facilities.

**BACKGROUND:**

In Alberta, there is a current shortage of approximately 50,000 child care spaces in licensed childcare facilities. The capital costs of creating child care spaces in many municipalities is cost-prohibitive to the childcare providers in those communities, especially for non-profit and municipal child care providers. The lack of appropriate and significant financial support combined with the structure of the allowable fees renders space creation not possible for many providers in many communities.

Currently the province offers a space creation grant in the amount of \$5000 per space created in already licensed facilities and \$6000 per space for new licensed facilities. This amount does not cover costs of capital project renovations that are required by most facilities to increase space. A larger capital project grant available to licensed non-profit and municipal programs would support an increase in space creation in those communities.

In British Columbia, ChildCareBC New Spaces Fund grant provides up to \$40,000 per space created, which more closely aligns with actual renovation/construction costs in Alberta. Support of this magnitude would support non-profits and municipalities in helping the province meet the commitments under the recent Federal-Provincial Child Care agreement.

As childcare is recognized as one factor in economic development, the lack of affordable high-quality childcare results in diminished economic development opportunities across the province.

Alberta Municipalities could add the strength of their membership to this issue, and advocate directly to the province to increase funding available for space creation.

We are asking Alberta Municipalities to take advocacy action on this issue to help solve this challenge facing many municipalities, regardless of non-profit licensed childcare services models in each municipality.



**ENCLOSURES:**

ChildCareBC New Spaces Fund – Frequently Asked Questions

BC Space Creation Eligibility Path – Flow Chart



# ChildCareBC New Spaces Fund

## *Frequently Asked Questions*

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### Section 1 – General Inquiries

#### *1. What are the key program highlights for the ChildCareBC New Spaces fund for fiscal 2023-24?*

The Ministry of Education and Child Care (ministry) is focusing space creation investment to expand access to quality, inclusive community-based child care in areas with the greatest needs, in alignment with provincial priorities and commitments under the [Canada-Wide Early Learning and Child Care Agreement](#).

Program Highlights for 2023-24 include:

- The current New Spaces Fund intake will remain open based on budget availability. Applicants are encouraged to submit by January 2024 to ensure their application can be considered prior to fiscal year end. This website will be updated as needed with changes or anticipated closure dates for the 2023/2024 intake.
- Prioritization for projects with a cost per space of \$40,000 or less
- Increased priority for projects creating infant toddler child care spaces
- Increased priority on school age space creation, for BC School Boards, First Nation Schools, First Nation Independent Schools, and Other Eligible Independent Schools creating new School Age Care on School Grounds licence category type
- Eligibility for the funding of consulting services incurred up to 12 months prior to entering a funding agreement
- Requirement for projects to include a minimum 10% contingency fund

## *2. What is the School Age Care on School Grounds stream?*

This funding stream is only available to BC School Boards, First Nation Schools, First Nation Independent Schools, and Other Eligible Independent Schools interested in creating or expanding access to new licensed School Age Care on School Grounds spaces through ground-up builds, renovations, and/or the purchase of equipment. This stream is intended to assist in the creation of licensed school-age child care spaces on school grounds through a more streamlined application process. Please note that these organizations are also eligible to apply under the ChildCareBC New Spaces Fund (Primary Stream) if creating other licensed child care types as well or instead of School Age Care on School Grounds spaces.

## *3. What are the expectations for providers to ensure spaces are affordable?*

Where eligible, providers are required to apply for and enrol in [Child Care Operating Funding \(CCOF\)](#), the [Child Care Fee Reduction Initiative \(CCFRI\)](#), and [Early Childhood Educator Wage Enhancement \(ECE-WE\)](#), or any future B.C. government operating funding initiatives, where eligible and approved for, in order to receive their final funding instalment. They must apply each year for the length of their commitment period to ensure spaces are affordable.

## *4. Why is funding only available to public and not-for-profit organizations (societies) and not for businesses and corporate companies?*

As B.C. transitions towards an integrated system for child care, public funding will focus on creating child care spaces that offer the best long-term benefits to the public – spaces in Indigenous-led, public sector, and not-for-profit child care centres. This aligns with recommendations from the Provincial Child Care Council, and requirements for federal funding through the [Canada Wide Early Learning and Child Care Agreement](#).

The [Start-Up Grants program](#) will continue to be available to providers, including for-profit providers, who wish to operate a licensed child care facility in their personal residence.

## *5. Will certain types of eligible organizations be favoured over other types as government allots available funding?*

The ministry will look for the most viable projects that meet government's key priorities and support the child care needs of each community when selecting the projects that will be funded through the ChildCareBC New Spaces Fund. Consideration is given to the organization applying, however specific types of organizations will not be prioritized over others.

Projects serving priority areas, as listed in Section 3 of the [Funding Guidelines](#), will be prioritized for funding.

## *6. Is this funding available for all types of spaces?*

No, funding is not available for occasional child care, child minding, recreational care, residential care, preschool, family, or in-home multi-age licence types.

If you are applying for funding under the School Age Care on School Grounds stream, funding is only available under that stream for the creation of spaces licensed under the School Age Care on School Grounds licence category.

If you are looking to create licensed child care spaces in your personal residence, you may be eligible to receive funding through the [Start-Up Grants](#).

### *7. What do you consider to be an infant-toddler space?*

Licence types that serve infants and toddlers include Group Child Care (under 36 months) and Group Multi-Age Child Care.

### *8. Am I still eligible to apply if my project's provincial cost per space exceeds \$40,000?*

While the funding maximum per project has been eliminated this year, the ministry is continuing to prioritize projects with a provincial cost per space under \$40,000. The ministry recognizes that spaces range in cost depending on location, building materials, and type of space being created and has established priority for projects under the provincial cost per space to ensure the fund creates as many spaces, through as many projects, in as many communities as possible. If you have questions about the cost per space, please contact the ministry directly at [CCCF@gov.bc.ca](mailto:CCCF@gov.bc.ca) or 1-888-338-6622 (option 5).

If applying under the School Age Care on School Grounds funding stream, your project must be under \$40,000 per space in order to be eligible for funding. You may apply under the primary New Spaces Fund if your cost per space does not meet this threshold. Please note, there may be additional application requirements under the primary New Spaces Fund.

### *9. What is the contingency requirement and why has it been added for all projects?*

Organizations are required to include a contingency fund in their project budget. The contingency fund must represent at least 10% of the total project costs related to the child care build. You may choose to include a contingency higher than 10% if you choose to do so, the ministry asks that you provide an explanation for the higher amount. If your project is part of a larger build, this requirement only applies to the child care portion of the build.

Contingency funds have always been encouraged; however, they are now mandatory. This requirement has been added to help mitigate risks of cost escalations and better support project completion and success.

### *10. Who is going to work at these new child care facilities, given the shortage of qualified staff?*

The ministry is aware of the challenges in child care in terms of affordability, shortage of spaces, and lack of qualified early childhood educators (ECEs). That is why the 10-year ChildCareBC plan has initiatives for each of these areas, including plans to recruit and retain ECEs through bursaries, increased access to post-secondary education and professional development opportunities, and wage enhancements. As part of the application for the ChildCareBC New Spaces Fund, applicants are encouraged to detail recruitment and retention strategies for ECEs and child care staff.

### *11. If a public sector organization applies for funding through the ChildCareBC New Spaces Fund, can they partner with a private business to deliver the child care?*

No. Public sector organizations that receive funding through the ChildCareBC New Spaces Fund must either directly operate the program, or work with a not-for-profit organization (society) to deliver the child care. If a public sector organization is unable to secure a public or not-for-profit organization to offer the services, and is unable to provide the service themselves, they are required to provide written justification of the extenuating circumstances requiring them to partner with a for-profit provider on their application. The ministry will review these partnerships on a case-by-case basis.

If at any time (i.e., during the application process or, for those receiving funding through the ChildCareBC New Spaces Fund, during the service delivery commitment) the partnership plan changes, notification of this change must be submitted, in writing, to the ministry for review.

### *12. Who is responsible for securing insurance for the project? Is it sufficient for the contractor to name the organization as being insured under their plan?*

As a recipient of the ChildCareBC New Spaces Fund, you as the organization are obligated to maintain insurance with insurers licensed in Canada. The contractor will have their insurance, and the recipient will need to secure insurance.

Once funding is approved and you begin your project, please obtain the required insurances detailed in Section 12 of your Funding Agreement and complete the Certificate of Insurance. A broker will be able to assist you with obtaining insurance for your project.

Please retain this document for your records and ensure it is available to the Province within 10 business days in the event it is requested.

### *13. My project is insured under the School Protection Plan, do I need to seek additional insurance?*

You are obligated to maintain insurance for your project, if you are covered under a protection plan you may need to seek additional coverage as some protection plans do not insure against all losses. Once funding is approved, please review Section 12 of the Funding Agreement for insurance requirements.

## **Section 2 – Application Inquiries**

### *14. The application asks: “How many years of experience do you have managing capital build projects?” What is defined as capital build experience, and why is it important?*

Your application will be evaluated on several criteria, including years of experience in both operating a child care and managing capital build projects. Capital build experience refers to experience managing the development and ground-up builds of facilities or community amenities, such as playgrounds, skating rinks or community gardens. Applicants whose capital build experience includes child care builds, renovations or property acquisitions should include this information on their application.

The ministry is looking for experience in capital builds because organizations must navigate regulations such as child care licensing and local government requirements, which can be challenging.

While capital build experience will be evaluated, providers who have limited experience are eligible to apply, especially if their proposal will meet other priorities and criteria.

### *15. The application asks: “How much experience operating a licensed child care facility do you have?” Would it be enough to hire people with experience in child care operations?*

There are several criteria, including location, organizational experience, and type of licensed child care spaces to be created, that will be considered as part of the application. Hiring experienced staff is important; however, it is the organization or identified operating partner that needs to show experience operating a child care facility. In



the space provided, demonstrate your experience managing staff, working with parents, purchasing equipment and supplies, etc.

While experience in child care will be evaluated, providers who have limited experience are encouraged to apply, especially if their proposal will meet other priorities and criteria.

*16. If you are leasing a space, are you able to apply for funding? Does a signed lease have to be in place prior to applying for funding?*

Yes, projects utilizing leased space are eligible to apply. If leasing space, the applicant must have a lease agreement with a third party at arm's length. Proof of the lease or proof of a draft agreement is required. Generally, the term of the lease agreement must meet or exceed the length of the service commitment in the funding agreement, or contain options to extend.

*17. If a project requires a down payment to secure a lease in a building, how does the applicant go about securing the location, given funding is not awarded until after entering a Funding Agreement?*

As stated above, it is a requirement for applicants to provide the location of the proposed space and proof of the lease or of a draft agreement at the time of application. However, lease payments are not an eligible expense for funding under the ChildCareBC New Spaces Fund. Additionally, any and all costs, with the exception of consulting services, incurred prior to signing the Funding Agreement will not be considered for funding, including the down payment to secure a lease. Draft agreements are accepted and may be a viable option for applicants who do not wish to secure a location prior to approval of funding.

*18. Would funding from the federal government or a loan with the school board qualify as the organizational financial contribution towards a project? What is required to show the funding contribution on the application?*

Yes, loans and other funding contributions would be considered as an organization's financial contribution. Volunteer contributions will be excluded. The applicant must be able to demonstrate that they have their contribution in place at the time of application. Please contact program staff at 1-888- 338-6622 (option 5) to discuss what you need to provide in your submission.

*19. I have applied for funding through the UBCM Community Child Care Space Creation Program. Can I use this funding as a contribution towards a project?*

Applicants may not use UBCM Space Creation funding to create the same spaces as those included in the New Spaces Fund application. However, you can apply for different spaces at the same facility. For example, if you applied to UBCM for infant-toddler spaces, you could apply for 3-5 and school-age spaces through the New Spaces Fund.

*20. What kind of information is expected under Section 3.2 – Accessibility?*

Your application will be evaluated on your ability to demonstrate principles of universal and accessible design, and your commitment to accessibility. In your response, include examples that support how the proposed facility incorporates these principles, this may include wheelchair ramps, inclusive bathroom design, bathroom, and stair hand rails, etc.

For resources and information on creating inclusive and accessible child care environments, refer to the [Rick Hansen Foundation – Accessibility Resources](#), [Early Learning Framework](#), [Inclusion BC](#), and the [Environment Rating Scales](#).

*21. I must provide proof of ownership with my application; however, the developer will be transferring ownership of the facility once the project is complete. What can I provide with my application to prove ownership?*

You must provide proof of final ownership of the facility at the time of application. This may be in the form of an agreement or contract signed by both parties showing you, the funding recipient, as the owner.

*22. What impact will having to apply for the Child Care Fee Reduction Initiative (CCFRI) have on my ability to set parent fees for the facility when it opens?*

Since April 1, 2021, newly established facilities applying for the CCFRI are required to set initial fees at or below the regional 70<sup>th</sup> percentile (inclusive of any ongoing administrative fee). This policy applies to:

- Facilities that are brand new to the market
- Facilities applying to the CCFRI after not participating for the prior year, and
- Facilities with certain kinds of licence changes

Details about CCFRI eligibility and assessment criteria are available in the [2023-24 CCFRI Funding Guidelines](#), which are available on the [CCFRI website](#)

*23. What kind of information is required under Section 6.2 on the primary application – Community Priority Populations Served?*

The ministry is looking for detailed information about policies and programming that are in place to support each demographic in this section, if applicable. For example, if you state that you offer programming for Indigenous children, you should provide details on the specific programming or services. See the [Application Resource](#) for more information.

If a question is simply checked “yes” in this section with no additional information or supporting documentation, the response will be insufficient to fully complete the evaluation process.

*24. What documentation is required to demonstrate community need when applying under the primary ChildCareBC New Spaces Fund?*

Documents that identify the child care need within the community include a community child care plan or child care needs assessment (see [Funding Guidelines](#) or [Funding Guidelines for School Age Care for definitions](#)). The plan should reference the proposed child care facility location and define the community need for additional child care spaces.

Community need is determined through the analysis of demographics and child population, current availability of child care spaces in the community, and an assessment of current and future child care space demands. The ministry will prioritize applicants that are able to demonstrate the creation of child care spaces that align with the community’s child care needs.

If the community does not have an available Community Child Care Plan or Child Care Needs Assessment, the Ministry will accept other documents that quantify and justify the local child care needs. This may include waitlist data, population data, utilization rates, or a letter from a local official outlining community need. Please

note, while the Ministry will accept this as confirmation of child care need, this type of documentation will not be considered as equivalent to a formal child care plan and will be assessed accordingly.

## Section 3 – Eligibility Inquiries

*25. If I'm relocating or extending my hours and moving the child care to another location, would I qualify for this funding if no new spaces are being created?*

No, the intention of the New Spaces Fund is to create new licensed child care spaces. If the project is relocating and not building new child care spaces, it would not qualify for the New Spaces Fund.

However, if the relocation is required due to emergency circumstances, it may be eligible for funding through the [ChildCareBC Maintenance Fund](#) program.

If the organization is moving to a new location to increase the number of spaces, it may be eligible for the ChildCareBC New Spaces Fund.

*26. If a child care facility is only open for after-school care, would extending operations to include before-school care be eligible?*

No. Extending the hours of school age spaces to include before-school care in addition to after-school care is not creating new spaces, as these are considered existing spaces.

*27. Are training activities eligible for funding?*

No. Training activities are not eligible for funding. For more information on eligible and ineligible project costs, see Section 6 of the [Funding Guidelines](#) or [Funding Guidelines for School Age Care](#).

*28. Are project management fees eligible for funding?*

Yes. Fees related to project management are eligible for funding under the ChildCareBC New Spaces Fund, so long as the project manager is a third party at arm's length from the project and applicant. Project managers must be contracted out for their fees to be eligible for provincial funding. As these are considered professional fees, they must not exceed 15% of the total project costs.

Staff of the organization applying for funding cannot be paid for providing project management services. As stated in Section 6.2 of the Funding Guidelines, "project-related fees payable to the applicant and/or to a third party not at arm's length from the project or applicant for services" and "ongoing costs for existing staff salaries and benefits" are ineligible project costs.

*29. If renovations are complete and an organization needs funding to purchase equipment, furniture, or a playground, would they be eligible to apply?*

Yes. This program is intended to provide financial assistance to support the opening of child care spaces and can be accessed if your project is at a stage where equipment, furniture and a playground are required to become licensed and operational.

*30. Would placing a portable on school grounds to both relocate current child care spaces within the school and add new licensed child care spaces be eligible to apply?*

Yes. This type of project would be eligible to apply for funding as the project is creating new licensed child care spaces. If the project was *only* relocating existing spaces, it would not be eligible.

*31. Would the funding cover only the purchase of a portable/modular building, or would it be able to cover everything associated with it, such as setting up the plumbing and electrical?*

Yes, both. Eligible funding includes site development costs, building or renovations costs, equipment, and furnishing. Please refer to Section 6 of the [Funding Guidelines](#) or [Funding Guidelines for School Age Care](#) for a list of eligible items.

*32. Are past Recipients of ChildCareBC New Spaces Fund/Child Care Major Capital funding allowed to access additional funding to complete their project?*

No. All previously approved projects with signed funding agreements are bound by the terms of those funding agreements and are therefore not eligible to receive additional funding. The ChildCareBC New Spaces Fund considers funding for new projects that involve the creation of new licensed child care spaces that have not previously received funding through the program.

## **Section 4 – Project Timeline Inquiries**

*33. If a project was started before the grant was issued, could the grant funding be used for other project costs going forward?*

Yes. Eligible project costs that are incurred after the signing of the Funding Agreement by both the recipient and the ministry may be considered for funding. Any costs (except for consulting services) incurred prior to signing the Funding Agreement are not eligible and will not be considered for funding. For more details on eligible costs please see the [Funding Guidelines](#) or [Funding Guidelines for School Age Care](#)

*34. Do rezoning applications have to be completed before applying?*

No. It is not required to have rezoning applications completed prior to applying. However, applicants should understand their local municipal bylaws, and have started any required rezoning process or be aware of the rezoning rules and associated costs.

*35. Is there a time limit for when the project needs to be completed and the funding spent?*

No. There is no time limit for when the project needs to be completed. The ministry is interested in having spaces open as soon as possible and will prioritize projects that demonstrate a readiness to begin. However, there is an understanding that larger projects may take more time to complete. The ministry will prioritize projects that start construction within **six months** of signing the Funding Agreement.

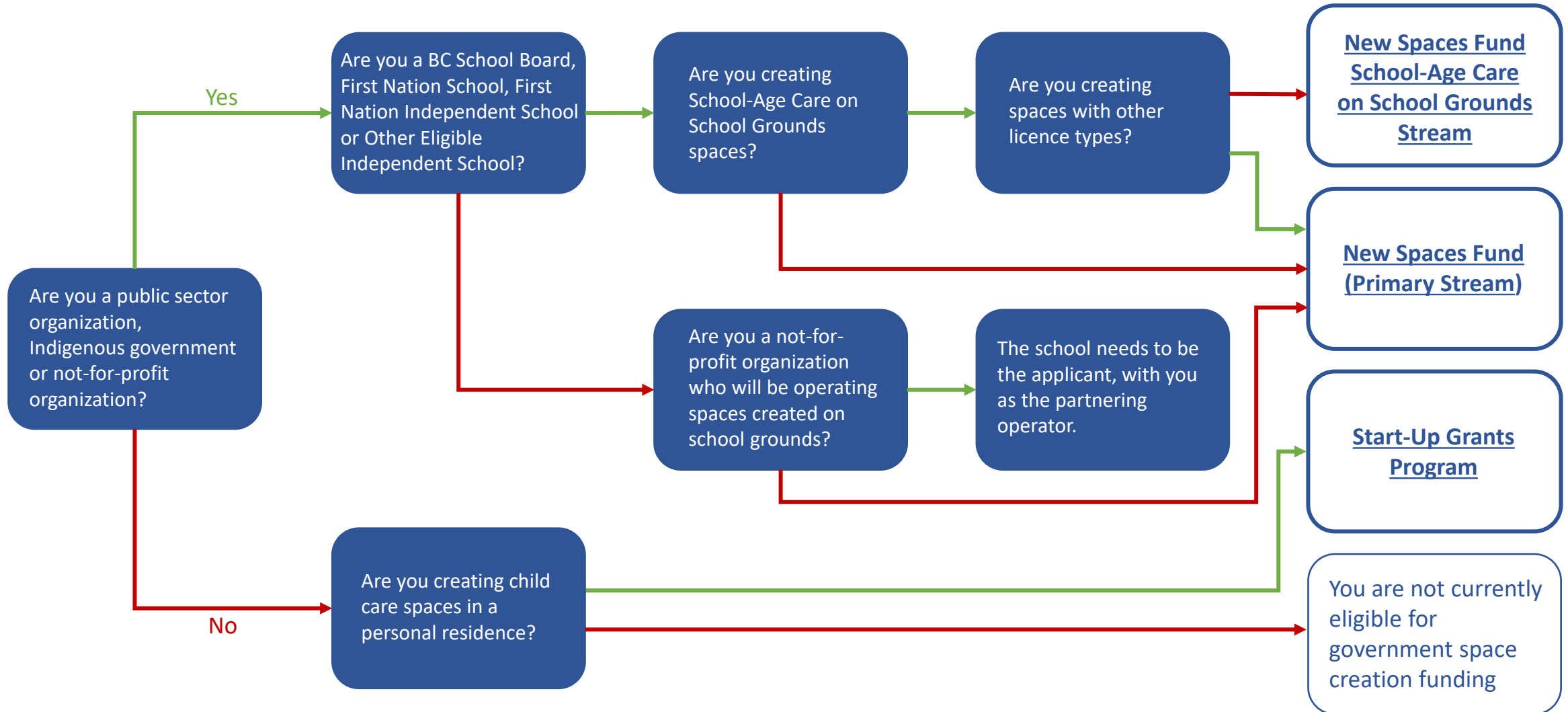
## Section 5 – Evaluation and Selection Process Inquiries

### *36. Who will review these applications?*

A dedicated team of ministry staff will review applications. When needed, experts in other ministries may be asked for input to ensure the review process considers the unique needs of each community and project.

# Do you want to create licensed child care spaces?

Follow the path below to see which government funding program is right for you, then click the link for more information, including additional eligibility requirements and application resources.



## MOTION ACTION LIST

SHORT TITLE	REQUESTED (DATE)	RESPONSIBLE (WHO)	COUNCIL MOTION (DESCRIPTION)	TARGET (DATE)	STATUS
Clean Energy Improvement Program	December 13, 2022	Director of Operations & Utilities and Director of Finance & Administration	That Committee direct Administration to work with Alberta Municipalities and develop the following and present them at a future committee of the whole meeting: <ul style="list-style-type: none"> <li>• A Clean Energy Improvement Program business case for Jasper</li> <li>• Draft Clean Energy Improvement Tax bylaw</li> </ul>	February 2024	
Paid Parking Correspondence	July 18, 2023	Director of Protective & Legislative Services	That Council direct Administration to refer the matter of resident and paid parking along Geikie Street to a Committee of the Whole meeting following the conclusion of the 2023 Paid Parking Program.	February 2024	
S-Block Parking 2023, Winter Seasonal Service	September 12, 2023	Director of Protective & Legislative	That Committee direct Administration to report back on the 2023-24 S-Block Parking Lot winter seasonal service to a Committee of the Whole meeting in the spring.	May 2024	
Jasper Folk Music Festival 2023	July 18, 2023	Director of Protective & Legislative Services	That Council defer discussion of appointing board members to societies to a future Committee of the Whole meeting, prior to the Organizational meeting in October 2023.	February 2024	
Snape's Hill Happy Little Trees	October 3, 2023	Director of Operations & Utilities	That Council refer the suggestion of entering into a joint agreement with Parks Canada and Jasper Yellowhead Historical Society to a future Committee of the Whole meeting.	March 2024	
Habitat for the Arts	November 22, 2023	Director of Community Development	That Committee direct Administration to discuss transitioning to a public board with Habitat for the Arts and return with a report in 2024.	February 2024	Recommended to be deferred to March 2024

<b>Tourism Jasper Destination Stewardship Plan</b>	<b>November 28, 2023</b>	<b>CAO</b>	That Committee direct Administration to review the plan to identify opportunities for the Municipality of Jasper to participate in implementation and to return to a future Committee of the Whole meeting with recommendations.	<b>February 2024</b>	
<b>Labour Market Study</b>	<b>November 28, 2023</b>	<b>CAO</b>	That Committee direct Administration to review the study to identify opportunities for the Municipality of Jasper to participate in implementation and to return to a future Committee of the Whole meeting with recommendations.	<b>March 2024</b>	
<b>Jasper Hotel Association</b>	<b>December 19, 2023</b>	<b>Director of Protective &amp; Legislative Services</b>	That Council refer the request to the Emergency Management Agency and request a status update at a future Committee of the Whole meeting.	<b>March 2024</b>	
<b>Transit Capital Projects</b>	<b>December 19, 2023</b>	<b>CAO</b>	That Council direct Administration to return to a future Council meeting for approval prior to awarding or procuring any transit capital projects.	<b>February 2024</b>	
<b>2024 Mill Rate</b>	<b>December 19, 2023</b>	<b>Director of Finance &amp; Administration</b>	That Council direct Administration to provide a report on the potential implications of splitting the 2024 net tax increase at ratios other than 5:1 and return to a future Committee of the Whole meeting prior to establishing the 2024 mill rate.	<b>March 2024</b>	
<b>Global Covenant of Mayors for Climate &amp; Energy</b>	<b>January 9, 2024</b>	<b>CAO</b>	That Committee recommend Council postpone the consideration of joining the "Global Covenant of Mayors for Climate & Energy" until July 2024.	<b>July 2024</b>	
<b>The Men's Shed</b>	<b>January 16, 2024</b>	<b>Director of Operations &amp; Utilities and Director of Community Development</b>	That Council direct Administration to investigate the costs associated with providing municipal water and wastewater at the two proposed locations; and any ideas for alternative locations, for the Men's Shed, and	<b>March 2024</b>	



			report back at a future Committee of the Whole meeting.		
<b>Transit Service Standards Policy</b>	<b>January 23, 2024</b>	<b>CAO</b>	That Committee direct Administration to develop a Transit Service Standards Policy and return to a future Committee of the Whole meeting.	<b>April 2024</b>	
<b>Crisis Team Jasper Society</b>	<b>January 23, 2024</b>	<b>Director of Community Development</b>	That Committee authorize Administration to enter into F-104 Funding Agreements with the Crisis Team Jasper Society for Development and Implementation of a Crisis Team Advocate Recruitment and Training Program, substantially in the form presented at the Committee of the Whole meeting January 23, 2024.	<b>March 2024</b>	
<b>Crosswalks near School Zones</b>	<b>January 23, 2024</b>	<b>Director of Operations &amp; Utilities and Director of Protective &amp; Legislative Services</b>	That Committee refer the matter of pedestrian safety at the crosswalks on Bonhomme Street adjacent to the sports fields and the Southview Co-ops to the Traffic Advisory Committee.	<b>May 2023</b>	