Notice: Public viewing and public participation during Council meetings will continue to be through Zoom live-streaming. Council meetings are also archived on YouTube for viewing anytime.

To live-stream this meeting starting at 9:30 am, use the following Zoom link: https://zoom.us/j/492811970

Following an in camera (closed to the public) session, observers can tune back in through this Zoom link: https://zoom.us/j/856033479

To be notified of when Council is reconvening after its closed session, send an email to kbyrne@town.jasper.ab.ca.

Please note: An in camera session could take several minutes or hours. Council typically comes out of an in camera session and adjourns right away. It is rare for anything to be discussed or decided upon after an in camera session.

1. Call to order (Deputy Mayor Damota to chair meeting)

2. Additions to agenda

3. Approval of agenda
   3.1 September 8, 2020 Committee of the Whole agenda

4. Approval of minutes
   4.1 August 25, 2020 Committee of the Whole minutes

5. Business arising from minutes

6. Policy and Governance
   6.1 Public health update and concerns, Council discussion
   6.2 Council Strategic Priorities update, Council discussion
      verbal

2020 – 2022 Business Plan

7. Information Reports
   7.1 Health and Safety Audit Report
   7.2 COVID-19 Tax and Utility Deferral Update

8. Brief updates
   8.1 2021 Budget Process
   8.2 Jasper Community Housing Corporation (JCHC) Succession Plan
   8.3 Public attendance at Council meetings – Council discussion

9. Correspondence for information, consideration or action
   9.1 Pedestrian Prioritization – Erin Toop
   9.2 Waste Water Treatment Plant Classification – Municipality of Jasper
10. Other new business

11. Council representation on various boards, upcoming meetings

12. Upcoming events
   Aug. 26: Community Conversations, Zoom, 1 – 2 pm
   Sept. 11: Jasper Victim Services golf tournament, JPL
   Sept. 15: Jasper Park Chamber of Commerce AGM, Zoom, 10 am
   Sept. 21: Community Futures Business Walk, 9:30 am
   Sept. 23 – 25: Virtual AUMA Convention

13. Adjournment

Please note: All regular and committee meetings of Council are video-recorded.
Council’s aspiration is the continued enhancement of Community Health within the framework of the effective, efficient and fiscally responsible provision of municipal services.

To achieve that aspiration, Council has identified six priority areas on which to focus its efforts during the next four years.

**Council’s Mission**

Council’s mission is to advance the community’s vision and interests by:

- fostering positive relationships;
- responsibly managing municipal finances and assets (through committed adherence to the municipal Asset Management Plan); and
- delivering municipal service levels effectively, efficiently and affordably.
Belltown, Jasper Library and Cultural Centre

Virtual viewing and participation
Public viewing and participation during Council meetings is through Zoom livestreaming.

Present
Deputy Mayor Bert Journault, Councillors Jenna McGrath, Helen Kelleher-Empey, Paul Butler, Rico Damota and Scott Wilson

Absent
Mayor Richard Ireland

Also present
Mark Fercho, Chief Administrative Officer
Christine Nadon, Legislative Services Manager
Kayla Byrne, Legislative Services Coordinator

Attended or participated through Zoom:
Natasha Malenchak, Director of Finance and Administration
Yvonne McNabb, Director of Culture and Recreation
John Cowley, T2 Systems
Joni Eros, Pay by Phone
Gary Catt, VenTek
Darrell Savage, Skate Park Committee
Joanne McQuarrie, Fitzhugh
Bob Covey, Local
12 staff members and observers

Call to Order
Deputy Mayor Journault called the meeting to order at 9:30 am.

Additions to the Agenda
Council agreed to add the following items to today’s agenda:
- 6.4 Skate Park Committee request
- 8.5 Commercial cardboard
- 10.1 Mask for Jasper the Bear

Approval of Agenda
MOTION by Councillor Kelleher-Empey to approve the agenda for August 25, 2020 as amended.

CARRIED

Approval of Minutes
MOTION by Councillor Butler to approve the minutes of the August 11, 2020 meeting as presented.

CARRIED

Paid parking presentations
Council received three presentations on paid parking options for Jasper. Presentations were given by representatives from T2 Systems, Pay by Phone and VenTek, respectively. A summary of those presentations are available in the agenda package on the municipal website.

Councillors inquired about payment options, successes of paid parking in other communities, profitability and parking options for businesses.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council will continue to discuss paid parking options at future meetings.</td>
<td></td>
</tr>
<tr>
<td><strong>Skate Park Committee request</strong></td>
<td>The Skate Park Committee is requesting a commitment for $350,000 of matching funding to move forward with its large stream CFEP funding application. The committee is hoping a commitment from Council will help secure more corporate sponsorships. Councillors asked clarifying questions. Council will discuss this further before the CFEP application due date, which is at the end of September.</td>
</tr>
<tr>
<td><strong>Recess</strong></td>
<td>Deputy Mayor Journault called a recess from 11:19 am until 11:29 am.</td>
</tr>
<tr>
<td><strong>Public health update and concerns</strong></td>
<td>Councillors discussed creating cards for people who are exempt, as outlined in the Temporary Compulsory Face Covering Bylaw, from wearing a face covering. The current practice is for someone to simply state they are unable to wear a mask. Councillors suggested Administration reinforce communications, reminding businesses there are exemptions to the bylaw and that a person does not need to prove those exemptions. Councillors noted some drivers are not adhering to the new lower speed limits in the central business district.</td>
</tr>
<tr>
<td><strong>Council Strategic Priorities update</strong></td>
<td>Councillors noted a new priority will be to find a replacement for the departing CAO.</td>
</tr>
<tr>
<td><strong>Reopening of the Activity Centre</strong></td>
<td>Council discussed a request to approve an additional net deficit of $30,000 to reopen the Activity Centre starting September 21, 2020 for local use with reduced hours, pending staff availability and training. Councillors asked clarifying questions about Out-of-School care’s use of the Activity Centre and inquired about the possibility of utilizing the facility for community-use without fully reopening the centre; Administration noted this option would present staffing challenges. Council also received notice, for information, that students living in the town site will not be able to eat lunch at the schools once the school year begins.</td>
</tr>
<tr>
<td><strong>Custodial Services for Reopening of the Library</strong></td>
<td>Council discussed a request to approve the expenditure of $12,400 to provide additional custodial services for the Library and Cultural Centre starting September 2, 2020, pending staff availability and training. Councillors inquired about what the resumption of services will look like and how new protocols will be implemented at the Library. Councillor McGrath will forward more information to Council. This is scheduled to return for decision, with a request to waive notice, at the next regular meeting.</td>
</tr>
<tr>
<td>Topic</td>
<td>Discussion</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Communications Coordinator</td>
<td>Council discussed a request to approve the creation of a full-time continuous Communications Coordinator position in the Legislative Services department, and approve an additional net deficit of $13,504 to fund the position for the remainder of 2020. Councillors inquired about the placement of this position within the municipal organizational chart; about the future of the current Community Specialist position within the Community and Family Services Department; and the possibility of contracting out the proposed communications position for the remainder of the year. Councillors also indicated they would like to further discuss municipal social media practices, other communication service levels, and a future municipal reorganization. This item is scheduled to return for decision at the next regular meeting.</td>
</tr>
<tr>
<td>Jasper Day Proclamation</td>
<td>Councillors discussed a proposed Jasper Day Proclamation. Councillors suggested this could be an annual proclamation, which would require Council approval each year. This item is scheduled to return for decision at the next regular meeting.</td>
</tr>
<tr>
<td>Commercial cardboard</td>
<td>Councillors reiterated the need for more communication to businesses and residents about flattening cardboard. Councillors suggested emailing all businesses or working with other community partners like the Jasper Park Chamber of Commerce to help reiterate the message. Council is scheduled to further discuss service levels and policy related to commercial cardboard at the next regular meeting.</td>
</tr>
<tr>
<td>Correspondence: Mask Feedback</td>
<td>Council received a note of appreciation for its decision on compulsory face coverings.</td>
</tr>
<tr>
<td>Other new business</td>
<td>Councillors suggested a social media policy be created for staff and Council.</td>
</tr>
<tr>
<td>Councillor McGrath inquired about attending the virtual AUMA convention. Councillor Journault suggested Jasper the Bear wear a face covering.</td>
<td></td>
</tr>
<tr>
<td>Council representation</td>
<td>Councillor Kelleher-Empey reminded Council of the upcoming Community Futures West Yellowhead business walk on September 21 at 9:30 am. Councillor Kelleher-Empey will attend the upcoming Community Conversations on behalf of Councillor McGrath.</td>
</tr>
<tr>
<td>Upcoming events</td>
<td>Council received a list of upcoming events.</td>
</tr>
<tr>
<td>Adjournment</td>
<td>MOTION by Councillor Damota that, there being no further business, the meeting of August 25, 2020 be adjourned at 1:23 pm. CARRIED</td>
</tr>
</tbody>
</table>
Executive Summary

Alberta Municipal Health and Safety Association

Standard: Partnerships 2018 - DOCUMENTATION ONLY Version
Tool Version: 1.01.06

Audit Type: COR Maintenance - DOCUMENTATION ONLY

Organization: Municipality of Jasper

WCB Account: 416598
Industry Code: 95102 (MDs and Counties)

Employees:
Interviewed:
Total Sites:
Sites Visited:

Lead Auditor: Yvonne McNabb
Email: ymcnabb@town.jasper.ab.ca

Start Date: July 9, 2020
End Date:
Submitted:

Element 1 23/25 (92%)
Element 2 61/95 (64%)
Element 3 49/65 (75%)
Element 4 40/45 (89%)
Element 5 35/40 (88%)
Element 6 30/40 (75%)
Element 7 38/40 (95%)
Element 8 38/45 (84%)
Element 9 47/50 (94%)
Element 10 28/30 (93%)
Overall 389/475 (82%)

Pass - Audit meets scoring requirements.
Contact Information

Organization: Municipality of Jasper
Address: PO Box 520
Municipality: Jasper
Province: Alberta
Postal Code: T0E1E0

Org. Contact: Yvonne McNabb
Phone: 780 852-8780
Email: ymcnabb@town.jasper.ab.ca

Lead Auditor: Yvonne McNabb
Certification: 19-53
Organization: Municipality of Jasper
Phone: 780 852-8780
Email: ymcnabb@town.jasper.ab.ca

Lead Auditor Code of Ethics and Participation
Yes, I have read, understood, and agree to abide by the Code of Ethics and Disclaimer Statement.
Yes, I have participated in all aspects of the audit.

Audit Team: Tara Orr

CP: Alberta Municipal Health and Safety Association
Contact: Shannon Thomas
Phone: 1.800.267.9764
Email: shannon@amhsa.net
Website: www.amhsa.net
Executive Summary

**Note:** Due to differences in scoring calculation, percentages noted in text may not be reflected in the final score.

**Employer Profile / Municipality of Jasper**

Type of Operation

The audit consists of 6/10 worksites as there is only 6 active sites presently. It includes Operations, Finance and Administration, CFS, Daycare, Bylaw and Protective Services. The Municipality of Jasper presently has 72 active employees throughout all active worksites, usually their is approximately 148 employees.

**Element 1**

Management Leadership and Organizational Commitment 23/25 (92%)

Management commitment and leadership is the essential foundation for a successful occupational health and safety management system (OHSMS). Management and employees working cooperatively together is required for a health and safety system to succeed.

1.05

**(SFI)** The manual documentation indicates the H&S responsibilities for all employee's managers and supervisors, it is recommended that a review of the job descriptions occur and that additional H&S responsibilities be added to those lacking. This will ensure that the responsibilities are part of the hiring process, and new and existing employees will know the importance of H&S within the organization.

1.12

**(Strength)** Regular attendance at the Managers meeting and discussion of H&S with notes going to staff following the meeting is demonstrating to staff that there is a commitment to H&S by managers/supervisors.

Comment

None entered.

**Element 2**

Hazard Assessment 61/95 (64%)

A formal hazard assessment takes a close look at the overall operations of an organization to identify hazards, measure risk (to help prioritize hazards), and develop, implement and monitor related controls. Worker jobs or types of work are broken down into separate tasks. Formal hazard assessments are detailed, can involve many people, and will require time to complete.

A site-specific hazard assessment (also called field-level) is performed before work starts at a site and at a site where conditions change or when non-routine work is added. This flags hazards identified at the location (e.g., overhead powerlines, poor lighting, wet surfaces, extreme temperatures, the presence of wildlife), or introduced by a change at the work site (e.g., scaffolding, unfamiliar chemicals, introduction of new equipment). Any hazards identified are to be eliminated or controlled right away, before work begins or continues.

2.02

**(SFI)** Documentation on hazard assessments needs to be forwarded to the H&S committee for review and recording annually by September 30th. This will enhance the ability to do proper safe work practice reviews or provide an opportunity for new safe work practices to be developed.

2.03

**(SFI)** Departments are working towards formal hazard assessment by job description but have not yet submitted the documentation to the Health and Safety Committee. Recommendation that as job specific hazard assessments are completed to submit them immediately to the JHSC instead of waiting until they are all complete. This will ensure that it is an ongoing process and both health and safety hazards have been identified for all tasks.

2.04

**(SFI)** Finance and Administration, CFS, Day Care have all complete hazard assessments and assessed them according to risk. Other departments have been working on the hazard assessments but did not have them complete. Some Departments are running on limited staff, so paper work has been less of a priority. Time will need to be allocated to make sure that this task can be completed fully. This will ensure that the Municipality are meeting their Hazard Assessment directive.

2.12

**(Strength)** Site Specific Tail Board meetings are completed prior to work beginning, this allows staff and managers to review any changes to the environment before work commences.

Comment

None entered.

**Element 3**

Hazard Control 49/65 (75%)
If an identified hazard cannot be eliminated, controls are implemented to reduce the risk of the hazard. Implementation of hazard controls will result in the reduction of incidents. Three methods of control are: Engineering (i.e., elimination, substitution, guards, ventilation, sound barriers, etc.); Administrative (i.e., safe work practices, job procedures, job rotation, training, etc.); Personal Protective Equipment (i.e., eye protection, hearing protection, gloves, fire retardant coveralls, etc.).

3.01 (SFI) Recommendation to submit the hazard assessment reviews to the JHSC by September 30 every year so that they can be reviewed and adjustments can be made by department management if needed to make certain all controls are identified.

3.12 (Strength) The violence policy is very clear and gives resources and tools to deal with any incident that may arise. The policy encourages employees to report such incidents and shows that management is committed to dealing with incidents involving violence, harassment and other unacceptable behavior.

3.14 (Strength) Policy E-003: Respectful Workplace (Freedom from Harassment or Discrimination) clearly defines the municipality’s commitment to a harassment free workplace and meets all legislative requirements.

Comment

None entered.

Element 4 Joint Work Site Health and Safety Committees and Health and Safety Representatives 40/45 (89%)
Joint Work Site Health and Safety Committees are a key element of the internal responsibility system. It brings work site parties together to work on topics such as hazard identification and control, investigation of health and safety incidents, and responding to reports of dangerous work. If the employer has 1-4 employees as determined through the audit scope, this element may be marked not applicable.

4.12 (SFI) Recommendation from last years audit was to include a line for corrective actions taken, this was implemented on the form. This has helped the Municipality better plan to finalize corrective actions. Great job.

4.13 (Strength) Recommend to start up Zoom Safety meetings in order to meet their terms of reference for the next audit period.

Comment

None entered.

Element 5 Qualifications, Orientation, and Training 35/40 (88%)
Qualifications, orientations, and training are essential to ensure employees perform their job tasks in a safe and healthy manner. An employer is responsible to ensure the employee is competent.

5.01 (Strength) Presently there is work being done on a flagging system for expiring certifications. This will ensure that qualifications and certifications do not lapse. Good start.

5.04 (Strength) Since the last Audit, 2 communication training sessions have taken place for the management team which will help with communication with staff and others. Great job.

5.05 (Strength) Reminder to forward additional training documentation to the H&S committee for recording in order to keep the training log up to date so managers can schedule training appropriately.

5.08 (SFI) Recommend to developed similar competency training sheets in all departments. Operations have some new training assessment sheets that would be useful to all departments. This will benefit the Municipality by providing a documented confirmation of competencies as required by policy/legislation Well done.

5.09 (SFI) Recommendation to introduce a system that flags awards for recertification so that managers can make sure to organize the training required in the time frame needed. This will ensure all staff are competent for the tasks they are performing.

Comment

None entered.

Element 6 Other Parties at or in the Vicinity of the Work Site 30/40 (75%)
Other employers, and/or self-employed persons, visitors, and external worksite parties must be included in the employer’s health and safety management system.

6.01 (Strength) Having health and safety information readily available to external worksite parties ensures that they are aware of all known hazards and the controls for those hazards, and they are working in compliance with the OHS act and regulations.
6.04 (SF1) Health and safety orientations must be provided to visitors in order to comply with OHS legislation. A visitor on site may not be aware of any site hazards they may be exposed to or any controls which may be used to improve their safety. Implementing visitor orientations will improve the overall health and safety of your worksite.

Comment None entered.

Element 7 Inspections 38/40 (95%)
The formal inspection process can proactively identify new potential hazards, as well as confirm the effectiveness of controls already in place.

7.01 (Strength) The Municipality has an extensive inspection policy. It follows and covers all legislative requirements.

7.03 (SF1) Recommendation to continue to offer courses at a variety of times so that management and staff are able to attend the training being offered. This will increase your overall number of trained staff able to do the formal inspections competently.

Comment None entered.

Element 8 Emergency Response 38/45 (84%)
An emergency response plan helps ensure appropriate and efficient actions will take place in the event of an emergency or disaster.

8.02 (SF1) Nice work in this area, as this area continues to grow with an ever-increasing type of emergencies this portion will continue to grow. Make sure that phone numbers stay up to date as employees change or leave from positions. It appears that this year’s staff changes have not yet been updated. (only two names, phone numbers remain the same)

8.08 (Strength) First-aid training appears to be a priority with the Municipality. This will provide the Municipality with competent people in the event of the emergency.

Comment None entered.

Element 9 Incident Investigation 47/50 (94%)
Investigations determine the cause(s) of an incident, and the corrective action(s) required to prevent a recurrence.

9.01 (Strength) Section 7 is well laid out and includes investigation procedure after the incident. This makes the investigation process easy to follow.

9.06 (SF1) Recommendations to host another Investigations course or do online training especially for managers and supervisors who usually are the ones attending to the incidents. This would increase the participation in investigations and the understanding of what to look for and why they need to be followed up on.

Comment None entered.

Element 10 System Administration 28/30 (93%)
System administration provides an evaluation of the overall effectiveness of the occupational health and safety management system (OHSMS).

Comment None entered.

Conclusion The auditors found that the Municipalities health and safety system has steady growth. Even with the pandemic health and safety has been in the forefront. The Municipality shows commitment by managers, supervisors and workers, training sessions were well attended by management and staff. Recommendation to continue yearly training and focus some of the training to AMHSA’s Supervisors Role, Managers Leadership for Safety Excellence and other health and safety/leadership courses. It is also recommended that the Municipality move forward with their preventative maintenance program as the present program is not serving all departments well. Congratulations on a successful audit during these stressful times. Stay safe and healthy!
INFORMATION REPORT

Subject: COVID-19 Tax and Utility Deferral Update

From: Mark Fercho, Chief Administrative Officer

Prepared by: Natasha Malenchak, Director of Finance and Administration

Reviewed by: Christine Nadon, Legislative Services Manager

Date – Discussion: August 11, 2020 and September 8, 2020

Recommendation:

- That Council review and consider the information presented in this report on deferred tax and utility payments and current outstanding amounts.

Background:

March 24, 2020 Council Meeting
Administration requested that Council consider parameters that could be implemented for the purpose of property tax deferrals, and provide direction to Administration to start preparing the necessary legislative documents to enact a property tax deferral program. Councillors noted their interest in having tax deferrals apply to both residential and commercial properties and a deferral for the payment of utility bills; it was suggested deferrals not have an application process; and suggested a two-month deferral for taxes from the original due date with the potential of a floating interest rate.

March 31, 2020 Council Meeting
Municipal Property Tax Deferrals #81/20 MOTION by Councillor McGrath – BE IT RESOLVED that Council direct Administration to defer applying any penalties on both residential and nonresidential property taxes until September 1, 2020. FOR 7 Councillors, AGAINST 0 Councillors, CARRIED
This item will be further discussed as warranted.
Municipal Utility Payment Deferrals #82/20 MOTION by Councillor Butler – BE IT RESOLVED that Council direct Administration to defer applying any penalties on any service account between now and September 1, 2020. FOR 7 Councillors, AGAINST 0 Councillors, CARRIED

July 29, 2020 Update/2019 Comparison:

- Three (3) Residential account holders have asked for utility deferrals on pre-authorized payments. Fifteen (15) have registered for preauthorized payments since the start of COVID.
- Two (2) non-residential requests for deferral of preauthorized tax withdrawal were received. One has since re-registered and the other has indicated to return to pre-authorization for Sept 1st.
- More than 40 have since signed up for e-billing.
Many property owners pay the full amount of their tax bill on or just before the due date (July 15th). Since the due date for taxes has changed to September 1 for 2020, the numbers presented in the table from the August 11th report did not present a complete picture. Updated numbers are presented below to Council after the 2020 deadline has passed.

**Update to compare taxes at one day past due dates**

<table>
<thead>
<tr>
<th>All Taxes Levied</th>
<th>Outstanding as at</th>
<th>Outstanding $</th>
<th>Outstanding %</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,068,936</td>
<td>16-Jul-19</td>
<td>2,057,397</td>
<td>16%</td>
</tr>
<tr>
<td>12,419,226</td>
<td>2-Sep-20</td>
<td>1,570,164</td>
<td>13%</td>
</tr>
</tbody>
</table>

$224,474 is set up monthly for pre-authorized withdrawals in 2020
$673,422 is set up to be withdrawn by year end
Monthly preauthorized payment from January to June are based off of last year’s monthly payments and then adjusted in July for the remaining amount monthly for the next 6 months.

**Outstanding Utilities**

<table>
<thead>
<tr>
<th>All Utilities Levied</th>
<th>Outstanding as at</th>
<th>Outstanding $</th>
<th>Outstanding %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,955,411</td>
<td>29-Jul-19</td>
<td>515,514</td>
<td>26%</td>
</tr>
<tr>
<td>1,779,428</td>
<td>29-Jul-20</td>
<td>458,393</td>
<td>26%</td>
</tr>
</tbody>
</table>
REQUEST FOR DECISION

Subject: 2021 Budget Process

Presented by: Mark Fercho; Chief Administrative Officer

Prepared by: Natasha Malenchak, Director of Finance & Administration

Reviewed by: Mark Fercho, Chief Administrative Officer
                      Christine Nadon, Legislative Services Manager

Date – Discussion: September 8 and September 22, 2020

Date – Notice: September 15, 2020

Date – Decision: October 6, 2020

Recommendation:

- That council set a ___% budget increase/decrease from the 2020 budget year for the 2021 operating budget.

- That council determine ____________ as the final decision date for the 2021 operating budget.

Options:

- Direct Administration to use a bottom up budget approach, where Administration would propose a budget based on the needs presented by each department.

- Set a different decision date.

Background:

Budgets for the past five years have been presented in bottom up approach based on Administration’s needs to maintain service levels. Budget presentations have typically been held in late November, and are scheduled for early November of this year (as per the Council calendar). Capital budgets are usually approved in December, and operating budgets have typically been approved in March or April of each year. Administration would like to discuss which approach Council would like to use for the 2021 budget process, in support of the budget preparations and to set the stage for budget discussions later this fall. Administration is also recommending a final decision date for the 2021 operating budget to be approved in January or February 2021 at the latest.

A bottom up approach has been used in most years, with top down direction provided by Council after being provided with what Administration presents as a required budget to provide services. Administration is hoping that Council may consider a target dollar amount or percentage increase as the preferred approach for this budget cycle. Being aware of Council’s intentions ahead of the process would support Administration in preparing the proposed budget for discussion; ensure a focused approach; and allow for better allocation of resources for the budget work ahead. The 2021-2025 operating and capital budgets are scheduled to be presented to Council and the public on November 9 and 10, 2020.
Relevant Legislation:
- Policy B-018: Budgets

Strategic Relevance:
- Governance – Provide quality municipal services to the community
- Governance – Provide open, accountable and accessible government
- Fiscal Health – Enhance the municipal budget process
- Communications – Improve communication with residents
- Communications – Increase opportunities for public engagement

Follow Up Actions:
- Administration to work on budget for presentation as directed.
REQUEST FOR DECISION

Subject: JCHC Succession Plan

Prepared by: Mark Fercho, CAO

Date – Notice: September 1, 2020

Date – Discussion: September 8, 2020

Date – Decision: September 15, 2020

Recommendation:

• That Council recommend to the JCHC to amend section 24 of its Articles of Association to appoint a chairperson who is not the Municipal Manager, until the articles of incorporation are updated, and;
• That Council direct Administration to issue and RFQ for JCHC Manager services on an as-needed basis

Background:
In order to ensure continuity in the Jasper Community Housing Corporation at this important time in its history with the development on Connaught proceeding through the planning stages in preparation for construction, and the upcoming departure of the current CAO, there are a few areas to discuss with Council for options.

The current CAO is the JCHC Board Chair, which is an appointment by the JCHC articles of incorporation. This role will need to be filled, perhaps with an elected official, until there is a permanent replacement of the CAO. JCHC members would have to pass a special resolution that says something like “we amend s.24 of the articles of association to: (include new section text here)”, then fill out the appropriate and submit it to the province. Alternatively, there is some discussion worthwhile on a restructuring of the JCHC board based on the experiences to date and requirements of the board moving forward with the projects that are planned.

The current CAO is also the JCHC manager, responsible for coordination of the various consulting services in both the “governance and financing” of the project, and also the site preparation, servicing and construction aspects. This position also coordinates the JCHC board meetings and then the required reporting to Council for decisions on JCHC matters as approved by the board. Anticipated workload in the future would have required some contracted support in this role, however, with this upcoming change contracted support would be recommended to fill this role through an RFQ and subsequently issuing a contract on an as needed basis now.

Strategic Relevance:
• Housing – Dedicated to improve and expand the supply of housing in Jasper, focussed on greatest need, affordability and health and safety. Council will turn sod on at least one Community Housing Project.

Financial:
• Funding for the contracted manager position would be through the CMCH Seed Funding Grant and Loan dedicated to ensuring this project is construction ready.
Attachments

- JCHC Memorandum of Association
- Special Resolution for Non-Profit Company
Memorandum of Association

of

Jasper Community Housing Corporation

1. The name of the company is: JASPER COMMUNITY HOUSING CORPORATION (the "Corporation").

2. The objects for which the Corporation is established are:
   a) To advance, promote, facilitate, maintain, assist, establish and support, by any means whatsoever, including partnering with others, the objective of contributing affordable, sustainable housing to meet the needs of residents within the Town of Jasper which enhances the values described in the Jasper Community Vision Statement, or any replacement for that Statement;
   b) To solicit, receive, acquire and hold donations, gifts, devises and bequests for the objects of the Corporation;
   c) To cooperate and collaborate with and to assist, other persons and organizations which in the opinion of the Corporation's Board of Directors have similar objectives to that of the Corporation;

3. For the purpose of furthering the objects aforesaid, but only for such purposes:
   i) To form, promote, facilitate, subsidize, invest in, hold shares in, and assist companies, associations, trusts, funds, syndicates and partnerships of all kinds, including the benefiting of charities, good works and benevolent objectives;
   ii) To acquire in any manner, improve, own, hold, invest in, manage, work, develop, exercise all rights in respect of, lend, lease, mortgage, sell, exchange, license, dispose of, improve, manufacture, publish, process, repair and otherwise deal in and with property of all kinds, both real and personal, or any interest therein, and in particular land, buildings, machinery, works, goods stock in trade, business concerns and undertakings, patents, brevets d'inventions, copyrights, trademarks and names, concessions, or like rights and privileges;
   iii) To carry on and undertake any business, transaction, or operation commonly carried on or undertaken by capitalists, factors, brokers, consultants, custodians, promoters, financiers, or concessionnaires;
   iv) To undertake and execute any manner of agency;
   v) To do all or any of the above things, anywhere, and otherwise supply all manner of services of every nature and kind, and as principals, agents, contractors, facilitators, or otherwise, and by or through trustees, agents, or otherwise either alone or in conjunction with others;
vi) To earn sufficient monies to do all those things as are incidental or conductive to the attainment of the Corporation's objects aforesaid; and

vii) GENERALLY, to perform any and all lawful business or other acts incidental, ancillary, supplementary, or in furtherance of the foregoing acts and objects;

viii) The payments of any dividend to any shareholder/member of the Corporation is prohibited.

In the interpretation of this Clause 2 the meaning of any objects of the Corporation shall not be restricted by reference to or inference from any other object or the name of the Corporation, or by the juxtaposition of two or more objects, and in the event of any ambiguity this clause shall be construed in such manner as to widen and not to restrict the objects and powers of the Corporation.

Notwithstanding any of the foregoing, the Corporation is not formed with gain for an object, and the profits of the Corporation, if any, or any other income shall be applied in promoting the above objects. No income shall be divided among the shareholder/members of the Corporation.

4. The liability of the members of the Corporation is limited.

5. The authorized capital of the Corporation is ONE HUNDRED (100) shares without nominal or par value, provided that the said shares may be issued and allotted by the Directors for the Corporation for such consideration as may be fixed from time to time by resolution of the Directors of the Corporation.

6. All income and property, real and personal, of the Corporation shall be applied solely towards promotion of the objects of the Corporation as set out in this Memorandum of Association and no portion thereof shall be paid or transferred or be available directly or indirectly by way of dividend, bonus or otherwise howsoever for the benefit of any shareholders of the Corporation, provided that nothing herein shall prevent the payment in good faith of reasonable remuneration or reimbursement to any person in return for bona fide services actually rendered or expenses actually incurred to or for the Corporation.
WE, those names and addresses are subscribed hereunder, are desirous of being formed into a Corporation in pursuance of this Memorandum of Association and we respectively agree to take the number of shares in the capital of the Corporation and opposite our respective names.

DATED this 27th day of July, 2007.

SUBSCRIBER INFORMATION:

MUNICIPALITY OF JASPER
Per: [Signature]
   RICHARD IRELAND
   (c/o)
Per: [Signature]
   KEITH SHEPHERD
Box 520, Jasper, AB T0E 1E0
Occupation: Municipal Corporation, In the Province of Alberta
Number of Kind of Shares: 1 Share

[Signature]
GEORGE KREFTING
Municipal Manager
Box 520, Jasper, AB T0E 1E0
Occupation: Manager
Number of Kind of Shares: 1 Share

Witness (complete the attached Affid of Execution)

[Signature]
VERNE BOLANDER
[Print Name]
[Print Name]
Occupation: Municipal Manager of Jasper
UNANIMOUS SHAREHOLDERS AGREEMENT entered into this ______ day of ______, 2007.

BETWEEN:

JASPER COMMUNITY HOUSING CORPORATION
A Body Corporate, Incorporated Under
The Laws of the Province of Alberta
(hereinafter referred to as "the Housing Corporation"),

ON THE FIRST PART

-and-

MUNICIPALITY OF JASPER
A Municipal Corporation Duly Incorporated
Under the Laws of the Province of Alberta
(hereinafter referred to as the "Municipality"),

OF THE SECOND PART,

- and -

MUNICIPAL MANAGER OF THE MUNICIPALITY OF JASPER
of the Town of Jasper,
in the Province of Alberta
(hereinafter referred to as "Municipal Manager"),

OF THE THIRD PART

UNANIMOUS SHAREHOLDERS AGREEMENT

WHEREAS the Municipality of Jasper and Municipal Manager (hereinafter referred to as "the Shareholder Parties") own all of the issued and outstanding shares in the Housing Corporation, the shareholdings in the Housing Corporation being as follows:

Municipality of Jasper 1 Share
Municipal Manager 1 Share

AND WHEREAS the Municipal Manager holds his share in trust for the Municipality of Jasper;
AND WHEREAS the Shareholder Parties wish to enter into an agreement governing certain aspects of their relationship with each other as shareholders of the Housing Corporation all on the terms and subject to the conditions hereinafter set forth.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements hereinafter set forth the parties hereto each covenant and agree with the other, except as otherwise stated, as follows:

ARTICLE 1- REGULATION OF RELATION BETWEEN SHAREHOLDERS

1.1 The Shareholder Parties covenant and agree that all of the issued and outstanding shares in the Housing Corporation are held as previously set forth, that the said shares constitute all of the issued and outstanding shares in the Housing Corporation and that there are no outstanding rights to any other shares in the Housing Corporation.

1.2 The Housing Corporation shall not allot or issue shares and no shares in the Housing Corporation shall be transferred except as provided for in this Agreement without the consent in writing of the Municipality of Jasper.

1.3 That any person appointed to the position of Municipal Manager of the Municipality of Jasper is deemed to have assumed the obligations of the Municipal Manager under the Unanimous Shareholders Agreement. Such individual shall sign a copy of the Unanimous Shareholders Agreement and shall execute a Share’s Held-In Trust Agreement.

ARTICLE 2 - FURTHER ACTS AND ASSURANCES

2.1 Each of the parties shall, upon the reasonable request of the other parties, make, do, execute or cause to be made, done, or executed all such further and other lawful acts, deeds, things, documents and assurances of whatsoever nature and kind for the better or more perfect or absolute performance of the terms and conditions of this Agreement.

ARTICLE 3 - INTERPRETATION

3.1 All recital paragraphs and schedules to this Agreement are expressly incorporated herein and form an integral part hereof.
3.2 Unless otherwise herein provided this Agreement shall be deemed to be made in the Province of Alberta and shall be construed in accordance with and governed by the laws of such Province exclusively. Each of the parties hereto agrees to appear exclusively to the jurisdiction of the Courts of Alberta for the resolution of all disputes or matters arising from or relating to the terms and conditions of this Agreement.

3.3 This Agreement and the rights and obligations of the parties hereunder are subject to all present and future laws, rules, regulations and orders of any legislative body or duly constituted authority now or hereafter having jurisdiction over the parties, or either of them, or the subject matter of this Agreement.

3.4 All amounts referred to in this Agreement are in Canadian Dollars.

3.5 The words "herein" or "hereof" wherever used in any Article, section, paragraph or subparagraph in this Agreement relate to the whole Agreement and not to that Article, section, paragraph or subparagraph only.

3.6 The headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement.

3.7 No amendment, modification or supplement to this Agreement shall be valid or binding unless set out in writing and executed by the parties hereto in the same manner as the execution of this Agreement.

3.8 Words importing the singular shall include the plural, and the converse shall also apply. Words importing gender shall include the masculine, feminine and neuter genders. Words importing persons shall include individuals, partnerships, associations, bodies corporate, trustees, executors and legal representatives.

3.9 If any term or provision of this Agreement or the application thereof to any person or circumstances shall, to any extent, be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable shall not be affected thereby and each term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.
ARTICLE 4 - ENTIRE AGREEMENT

4.1 This Agreement, including all recital paragraphs and all schedules constitutes and contains the entire agreement between the parties and supersedes any prior agreements respecting the subject matter hereof whether written or verbal.

ARTICLE 5 - ENUREMENT

5.1 This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

IN WITNESS WHEREOF the parties hereto have set their hands and seals and the Housing Corporation has hereunder affixed its corporate seal by the hand or hands of its proper officers duly authorized on that behalf as of the day and year first above written

JASPER COMMUNITY HOUSING CORPORATION

Per: ________________________

Per: ________________________

(c/s)

MUNICIPALITY OF JASPER

Per: ________________________

Per: ________________________

(c/s)

SIGNED SEALED AND DELIVERED

In the presence of

Witness

Municipal Manager
ARTICLES OF ASSOCIATION
OF
JASPER COMMUNITY HOUSING CORPORATION

GENERAL PROVISIONS

1. The regulations in Table "A" in the first schedule of the Act shall not apply to the Corporation except insofar as the same are repeated or incorporated in these presents.

INTERPRETATION

2. a) These Articles shall be construed with reference to the provisions and terms used in these Articles and shall be taken as having the same respective meanings as they have when used in the Act. Notwithstanding anything else herein contained, these Articles shall be read subject to the restrictions upon their scope and effect contained in the Act and in any other applicable statutes and rules of law and equity, and any provisions herein repugnant to such restrictions shall, to the extent possible, but only to the extent required, be severed from these Articles, in order that the rest may stand.

b) "Act" means The Companies Act, Revised Statutes of Alberta, 1980, Chapter c-20, or any statutes (including the proposed Volunteer Incorporation Act) from time to time enacted in substitution thereof, as amended from time to time.

c) "Auditor" includes accounting advisors where permitted in accordance with the Act.

d) "Corporation" means the above-named corporation.

e) "Directors", "Board", "Board of Directors", means the Board of Directors of the Corporation and any consent, election or decision of the same required or permitted hereunder means a resolution of the Board to that effect.

f) "Member" means a shareholder of the Corporation.

3. In the interpretation of these Articles, except where the context otherwise indicates

a) words importing the singular number shall also include the plural, and vice versa;

b) words importing the masculine gender shall also include the feminine;

c) words importing persons shall include corporations;

d) the headings herein are given for convenience only, and shall not affect the interpretation of these Articles;
e) these Articles shall be interpreted in a large and liberal sense so as to give effect thereto wherever possible.

4. The business of the Corporation may be commenced as soon after the incorporation of the Corporation as the Directors may think fit.

**REGISTERED OFFICE**

5. The Registered Office of the Corporation may be established or changed from time to time by ordinary resolution of the Members or by resolution of the Directors.

**MEMBERSHIP**

6. 

   a) All subscribers to the Memorandum of Association of the Corporation shall be Members of the Corporation and shall be entered in the Register of Members accordingly.

   b) Additional Members to a maximum at any time of Fifty (50) may be admitted to membership in the Corporation upon resolution of the Directors and upon such terms and conditions not inconsistent herewith as may be prescribed from time to time.

   c) Any invitation to the public to become members is prohibited, as well as issuing any shares or debentures.

   d) The Directors shall maintain a register of Members and anyone admitted as a Member shall have his name added thereto.

7. No right or privilege of any Members shall be in any way transferable or transmissible, but all such rights and privileges shall cease upon the Member ceasing to be such.

8. There shall be one (1) class of Members, namely "Members".

9. 

   a) Where a Member is a corporation, partnership or other group of individuals, other than a municipal corporation, such Member shall, from time to time:

      i) Designate one person (the "Voting Representative") to exercise the Member's entitlement to vote, to serve resignations or other notices upon the Corporation and to otherwise exercise those rights of membership specified in these Articles, and

      ii) Designate one or more persons (the "Participating Representative") who shall be entitled to participate in and attend seminars, committees, dinners and other functions and activities from time to time given, held or sponsored by the Corporation.
b) Where a Member is a Municipal Corporation, such Member may exercise those rights of membership specified in this Article by vote of the Council of the municipality or by designation of one person (the Voting representative to exercise the member entitlement to vote);

c) Until such time as the Corporation is notified in writing of the revocation of such appointment, a Voting Representative shall be entitled to attend, discuss and vote (on such Member's behalf) at all general meetings as though such representative were himself a Member.

d) Notwithstanding the foregoing, all Participating Representatives may attend and partake in the discussions at the general meetings but only the Voting Representative, if one is designated, may vote (on such Member's behalf).

10. All Members shall be entitled to such information and advice with regard to the affairs of the Corporation as the Corporation or any of its officers may be able to supply.

11. A Member shall be deemed to have been removed from membership and such Member's name shall be deleted from the register of Members in any of the following events:

a) such Member withdraws from membership; or

b) such Member is removed from membership by ordinary resolution of the Members in which event such Members may only be reinstated by ordinary resolution of the Members.

12. Subject to Articles 13, a Member shall be entitled to one vote.

13. The Directors may issue certificates of Membership under seal of the Corporation and any such certificate shall be prima facie evidence of the Membership of the person named therein and with the class of Membership and number of votes, if any, indicated thereon.

14. a) No shares or interest in the Corporation shall at any time be transferred to any person other than the personal representative or to the persons or persons entitled to the said share under the will or upon intestacy of the member, without the consent of the Board of Directors.

b) In the event that all the shareholders of the Corporation, from time to time, shall and do at any time enter into an agreement governing:

   i) the rights of the shareholders to dispose of their own shares or acquire the shares of other shareholders; and

   ii) the allotment of additional shares by the Corporation; and

   iii) either or any of the matters outlined in this article,
and upon notice of any such agreement being given to the Corporation, such agreement shall be binding upon the Corporation and no shares shall be transferred or allotted in contravention of the same while it remains in force.

15. The Directors may for each transfer charge such fee not exceeding FIVE ($5.00) DOLLARS, as they may from time to time set.

16. The Directors may refuse to give effect to a transfer, by a member, of shares upon which the Corporation has any lien.

17. The transferor of shares shall be deemed to remain the owner thereof unless and until the name of the transferee is registered as the owner thereof.

18. At least TEN (10) DAYS before any general meeting, notice thereof specifying the place, the day and hour of the meeting and, the general nature of such business, shall be given to the Members in the manner hereinafter mentioned or in such manner, if any, as may be prescribed by the Members in general meetings unless a special resolution is proposed for such meeting in which event the minimum notice shall be TWENTY-ONE (21) DAYS.

19. The accidental omission to give such notice to or the non-receipt of such notice by any Member shall not invalidate the proceedings at any meeting.

20. A meeting may be convened upon shorter notice than hereinbefore provided with the consent, in writing, of all Members who have not been given the required notice, such consent to be given either before, at or after the holding of the meeting and such consent will be deemed to have been sufficiently given by the signature of all the Members to the minutes of any meeting called upon less notice than the required notice.

**PROCEEDINGS AT MEETINGS**

21. Subject to Article 23, no business shall be transacted at any meeting unless a quorum is present at the commencement of such business. A quorum shall be FIVE (5) Members, or a majority of the Members of record as at the date of the meeting, whichever is the lesser.

22. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting shall stand adjourned to the same day in the following week, at the same time and place, and if at such adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the Member present shall, notwithstanding Article 21, be a quorum.

23. A quorum is not necessary to choose a chairman of the meeting or to adjourn.

24. The Chairman of the Corporation, shall be the Manager of the Municipality of Jasper, and shall preside as chairman at every general meeting of the Corporation. If the Chairman of the Corporation is not present at the time of holding a meeting, or if at any meeting he is not present within a half an hour from the time appointed for the meeting, the Members present shall choose one of their number to be chairman of such meeting.
25.  
a) Any representative of a Member appointed pursuant to Article 9 may, by means of a written proxy signed by the representative to attend, participate in and vote at any general meeting of Members in place and stead of such Member of representative.

b) The form of proxy may, by its terms, state that the proxy is valid for a particular meeting or meetings or for a given period of time as the Member or representative granting such a proxy deems appropriate.

c) All proxies are revocable regardless of the terms of any agreement, contract or understanding to the contrary,

d) A proxy-holder may provide such consents, waivers and signatures as may be provided by a Member under Article 26 or under any other article thereof,

26. At every general meeting every question shall be decided in the first instance by a show of hands, unless before or upon the declaration of the result of the show of hands, a poll be demanded by any Member present in person or in proxy. If a poll be demanded in the manner above mentioned, it shall be taken at such time and place and in such manner as the chairman of the meeting may direct, and the result of such poll shall be deemed to be the resolution of the general meeting at which the poll was demanded. A demand for a poll may be withdrawn.

27. Every Member shall have ONE (1) VOTE. In the case of an equality of votes at any general meeting, whether upon a show of hands or at a poll, the chairman of the meeting shall be entitled to a second or casting vote. In case of any dispute as to the admission or rejection of any vote, the chairman of the meeting shall determine the same, and such determination made in good faith shall be final and conclusive.

28.  
a) A resolution (whether ordinary or special) or a document purporting to be the minutes of the meeting shall have the full force and effect according to its tenor and purport whether or not any meeting was held, or properly constituted, or that the proper procedure be followed thereat provided that the resolution or documents are signed or consented to in writing by all Members entitled to vote at a meeting held on the date thereof.

b) Where such consent is given by email or facsimile, such consent shall be effective upon the receipt thereof provided that within three weeks the Corporation or some officer or Director thereof shall have received a signed version or confirmation of such consent.

c) A meeting may be held by means of a loudspeaker or conference telephone notwithstanding the fact that the persons, constituting such meeting are not all together in the same room or place, providing that all such persons entitled to vote thereat are able to hear the matters discussed at such meeting.
HONOURARY MEMBERSHIP

29. The Directors may from time to time appoint Honourary Members. An Honourary Member is not a true Member but holds such position by way of title only. An Honourary Member has none of the rights and obligations of a Member save only that an Honourary Member is entitled to attend general meetings (although he is not entitled to notice of such meeting, to propose or second motions thereat or to vote) and to participate in discussions thereat. An Honourary Membership is revocable by the Directors at their pleasure and is not transferable.

ELECTION OF DIRECTORS

30. The subscribers, or where the subscriber is a corporation or firm, one representative of each subscriber to the Memorandum of Association of the Corporation are the first Directors. The Directors to succeed the first Directors may be appointed in writing by a majority of the subscribers, or if not so appointed they shall be elected by the Members, and the number of Directors shall be the same as the number of Directors so appointed or elected.

31. The number of Directors may be prescribed or changed from time to time by ordinary resolution whether previous notice thereof has been given or not, but withstanding anything contained in these Articles, the number of Directors so prescribed shall never be less than THREE (3) or more than SEVEN (7). One Director shall be an elected member of the Council of the Municipality of Jasper.

32. At each annual general meeting, not more than two-thirds (2/3rds) of the Directors, however appointed or elected, shall retire from office PROVIDED HOWEVER that in default of an annual general meeting at which a successor is appointed an incumbent Director shall remain in office until such successor is appointed. A retiring Director shall be eligible for re-election. In default of an annual general meeting a Director’s office shall be deemed to have expired three (3) years after the date of his last appointment.

33. Process for Nomination and Selection to the Board

a) The Board will solicit replacement Directors, interview and screen for suitability, and recommend nominees to the Members.

b) The Members will nominate and select the Directors. As Directors complete their term, the Members will nominate new Directors at the Annual General Meetings.

c) One member of the Board shall be an elected member of the Council of the Municipality of Jasper.

d) Officers of the Corporation are to be selected by the Board.

34. The Members in the general meeting may by ordinary resolution remove any Director before the expiration of his period of office, and may by ordinary resolution appoint another person in his stead. The person so appointed shall hold office during such time only as the Director in whose place he is appointed would have held the same if he had not been removed.
35. A Director need not be a Member but he must be an individual.

36. A Director may retire from his office upon delivering to the Corporation's registered office a notice in writing of his intention so to do and such resignation shall take effect upon delivery of such notice; PROVIDED that the Directors may accept such resignation prior to the expiration of such notice and in such event the resignation shall take effect upon such acceptance by the Directors.

37. The continuing Directors may act notwithstanding any vacancy in their body even if their number falls below three (3).

38. The office of a Director shall be vacated on the occurrence of any one of the following events:
   a) he becomes mentally incompetent; or
   b) he dies; or
   c) he resigns his office in accordance with Article 35; or
   d) he is convicted of an indictable offence or is imprisoned in excess of FOURTEEN (14) days; or
   e) he is removed from office by ordinary resolution of the Members; or
   f) he disappears for THREE (3) months or more;
   g) he is declared bankrupt, or becomes the subject of an order under The Orderly Payment of Debts Plan, or absconds to defeat his creditors; or
   h) the Director appointed, by reason of being a member of Council, ceases to be a member of Council.

**POWERS OF DIRECTORS**

39. The Board of Directors shall control and manage all the affairs and property of the Corporation and may exercise all the powers of the Corporation and do on behalf of the Corporation all such acts as may be exercised or done by the Corporation, and as are not by these presents required to be exercised or done by the Corporation in a general meeting, including development of housing initiatives and providing advice to the Members.

Notwithstanding the foregoing provisions of this Article, the Members in general meeting may by ordinary resolution:

   a) Do anything which the Directors may do;
   b) Ratify anything which purports to have been done as an act of the Directors;
   c) Govern or restrict the powers of the Directors or the manner in which they exercise them, so long as this is not done retroactively.
d) Provide strategic direction to the Board during the annual review and approval of the business plan and budget;

c) Approve changes to the goals, objectives, structure, membership or mandate of the Corporation;

f) Approve the annual budget of the Corporation.

40. Directors may pay out of the funds of the Corporation the expenses preliminary and incidental to the formation and registration of the Corporation.

41. The Directors are authorized to take all steps to execute and put in place such financial decisions, as are approved by Resolution of the Members, including those regarding borrowing of funds and charging of the Corporation's assets as security for borrowings, and to enter into Federal/Provincial agreements under the National Housing Act, through Canada Mortgage and Housing Corporation, Canada Employment and Development; and the Alberta Housing Act, through Alberta Community Development; or as may be governed by other Federal and Provincial Acts, from time to time.

42. Subject to the approved budget, the Directors may pay out or deal with any money received by the Corporation as the Directors deem appropriate. Without restricting the generality of the foregoing, this may include bona fide payments to the members for duties performed and expenses incurred by the Members in respect of Corporation business and payment of salaries and benefits to employees of the Corporation.

43. Subject to the Memorandum of Association and the approved budget, the Directors may, for such remuneration as they deem fit, engage all such agents and servants and may grant and delegate such powers to one or more of them as the Directors consider appropriate.

44. The various grants or declarations of powers to the Directors contained herein shall be read cumulatively, no one such grant or declaration to cut down or create any exception from the scope of any other such grant or declaration.

**PROCEEDINGS OF DIRECTORS**

45. The Directors may meet together for the dispatch of business, adjourn and otherwise regulate their meetings and proceedings as they see fit. For the transaction of business, a majority of the Directors in office shall constitute a quorum. Questions arising at any meeting shall be decided by a majority of votes. In the case of an equality of votes, the President shall be entitled to a second or casting vote.

46. A meeting of the Directors for the time being at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under these Articles for the time being vested in or exercisable by the Directors.

47. Meetings of the Directors may be summoned by the President or by the Secretary at the request of the President, and failing that at the request of a majority of the Directors. A meeting of the Directors may be summoned on forty-eight (48) hours notice verbally or
in writing and by means of telephone, facsimile or e-mail or any other means of communication.

48. Meetings of the Directors may be held anywhere in the Province of Alberta, or, with the consent of a majority of Directors, at any other place.

49. All acts done by any meeting of the Directors or by any persons acting as Directors shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such Directors or persons acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person has been duly appointed and was qualified to be a Director.

50. A resolution, or a document purporting to be minutes of a meeting of the Directors, signed by all of the Directors as such shall be as valid and effectual as if it had been passed at a meeting of the Directors duly called and constituted, and shall be entered in the minute book of the Corporation accordingly, and shall be held to relate back to any date therein stated to be the date thereof.

51. A meeting of Directors or of any committee of Directors may be held by means of a loudspeaker or conference telephone notwithstanding the fact that the persons constituting such meeting are not all together in the same room or place, providing that all such persons entitled to vote thereat are able to hear the matters discussed at such meeting.

**OFFICERS**

52. The Corporation shall have such officers, including a President, with such powers and duties and remuneration, as the Directors may from time to time to determine, and such officers shall carry with them in addition such powers and duties as are usually incidental to such offices. An appointment to such an office by the Directors or a resolution of the shareholders shall be deemed to create such office until otherwise provided.

53. The Directors may from time to time elect persons to such offices for such terms as the Directors see fit, with power and dismiss one or more such officers before the end of such term, whether or not for such cause.

54. The powers given by Article 53 may be exercised notwithstanding the occupation of such office at the time of exercise.

55. A Director may hold more than one office.

**COMMITTEES**

56. The Directors may from time to time appoint various committees to advise the Directors.

57. The Directors may establish rules and procedures regulating the business and affairs of such committees.

58. The Directors may delegate various powers and duties to such person or persons as they deem fit.
INDEMNITY AND PROTECTION

59. Each and every Director, Member and officer of the Corporation shall be deemed to have assumed office on the express condition that every such Director, Member or officer, his respective heirs, executors, administrators, and estate shall at all times be indemnified and saved harmless out of the funds of the Corporation against all costs (including legal costs on a solicitor and his own client basis), charges and expenses including any amount paid to settle an action or satisfy a judgement which such Director, Member or officer sustains or incurs in any civil, criminal or administration action or proceeding which is brought or prosecuted against him in respect of any act or matter done or permitted by him to be done in the execution of the duties of his office and also all costs, charges and expenses which he may sustain or incur in relation to the affairs of the Corporation provided he acted honestly and in good faith with a view to the best interest of the Corporation and he had reasonable grounds for believing that his conduct was lawful.

60. No Director, member or officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director, Member, officer or employee for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Directors or Members for or on behalf of the Corporation for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency, or wrongful act of any person, firm or corporation with whom any monies, securities or effects shall be lodged or deposited or for any loss occasioned by an oversight or error in judgement on his part or for any other loss, damage or misfortune which may happen in the exercise of his respective duties or trust or in relation thereto unless the same shall happen by his own or through his own wilful act or default. Directors and Members may rely upon the accuracy of any statement or report prepared by the Corporation's auditors or accountants (as the case may be) and shall not be responsible or held liable for any loss or damage resulting from acting, in good faith, upon such statement or report.

THE SEAL

61.

a) The Corporation shall have a corporate seal of such design as may be approved by the Directors. The Directors shall provide for the safe custody of the seal, which shall be used by the authority of the Directors, who may make such regulations with regard to affixing thereof, as they may deem necessary. In default of such regulations, the seal may be validly used only if its use is authenticated by the signature of one or more Directors of the Corporation.

b) Notwithstanding the foregoing any contract or other document may be validly executed without use of the corporate seal.
BOOKS OF THE CORPORATION

62. The Directors shall cause minutes to be made in books provided for that purpose of:
   a) all appointments of officers made by the Directors;
   b) the names of the Directors present at every meeting of the Directors; and
   c) all resolutions and proceedings of all general meetings and all meetings of the Directors;

   and any such minutes as aforesaid if purporting to be signed by the President or Secretary of the meeting at which such appointments were made or such Directors were present, or such resolutions were passed or proceedings had, as the case may be, or by the President or Secretary of the next succeeding general meeting or meeting of the Directors, as the case may be, shall be sufficient evidence without proof of the facts therein stated.

63. The Corporation shall keep or cause to be kept a book or books wherein recorded:
   a) a copy of the Memorandum of Association of the Corporation and of these Articles and any amendments thereto;
   b) the names alphabetically arranged for all persons who are or have been Members;
   c) the names of all the representatives for the corporate Members;
   d) the address and occupation of every person while a Member, as far as can be ascertained; and
   e) the names, addresses and occupations of all persons who are or have been Directors, with the several dates at which each became or ceased to be such Director.

64. The Corporation shall keep and maintain adequate and correct accounting records including, without limitation, all records or all properties and business transactions of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains and losses. All accounting must be in accordance with the Generally Accepted Accounting Principles recommended from time to time by Canadian Institute of Chartered Accountants.

65. The books, accounts, and records of the Corporation shall be open to inspection by any Member of the Corporation.

66. At the annual general meeting in every year the Directors shall lay before the Corporation a balance sheet and an income and expenditure statement and the auditor's report made up and submitted in accordance with and including:
   a) generally accepted auditing standards;
b) a statement from the auditor that in the auditor’s opinion the annual financial statements fairly present the financial position of the Corporation, the results of its operations and the changes in its financial position for the year;

c) the reasons for any reservation of opinion expressed by the auditor and the effect of any deficiency in the financial statements;

d) any other comments that the auditor considers appropriate; and

e) the auditor must report separately to the Board of the Corporation any improper or unauthorized transaction or non-compliance with this or any other enactment that is noted during the course of the audit and must also forward a copy to the Members.

NOTICES

67. Any notice or documents may be served by the Corporation upon any Member either personally or by sending it to him through the post in a prepaid envelope or wrapper to such Member or Director at his address as listed in the Corporation's records.

68. Any notice if served by the post shall be deemed to be served on the FIFTH (5th) day following that upon which the letter, envelope, or wrapper containing the same is posted, in the absence of proof of earlier receipt, and in proving such service it shall be sufficient to prove that the envelope or wrapper containing the notice was properly addressed and posted and that the postage was prepaid.

WINDING UP

69. The Corporation shall be wound up voluntarily whenever a special resolution is passed by the Directors or the Members requiring the Corporation to be so wound up. The Members may take any action or dispose of any assets as is necessary to discontinue its activities or operations as a result of the wind-up resolution.
DATED this 27th day of February, 2007.

FULL NAMES AND ADDRESSES OF SUBSCRIBERS

MUNICIPALITY OF JASPER

Per: __________________________
Richard Ireland (c/s)

Per: __________________________
Keith Shepherd

Box 520, Jasper, AB TOE 1E0
Occupation: Municipal Corporation, In the Province of Alberta
Number of Kind of Shares: 1 Share

______________________________
George Knecht
Municipal Manager
Box 520, Jasper, AB TOE 1E0
Occupation: Manager
Number of Kind of Shares: 1 Share

Witness (complete the attached Affid of Execution)
(Print Name)
Occupation: __________________________

Legislative Services,
Municipality of Jasper
Special Resolution for Non-Profit Company

This information is collected in accordance with the Companies Act. It is required to maintain a company’s registration. Collection is authorized under Section 33(a) of the Freedom of Information and Protection of Privacy Act. Questions about the collection can be directed to the Service Alberta Contact Centre at cr@gov.ab.ca or 780-427-7013 (toll-free 310-0000 within Alberta).

1. Name of Company

2. Corporate Access Number

3. Special Resolution
   The following special resolution has been passed by the ________ of ________

   The ________ of ________

   is/are amended as follows:

   ____________________________________________________________

4. Certification
   I, ____________________________________________________________,
   Name of Authorized Company Official
   ____________________________________________________________,
   Title of Official
   ____________________________________________________________
   of ________

   certify the above to be a true copy of the special resolution passed by the company on ________. Date (yyyy-mm-dd)

   ____________________________________________________________ Date of Certification (yyyy-mm-dd)

   ____________________________________________________________ Signature

5. Additional Required Documents (check all that apply)
   □ court order authorizing a change to the company objectives
   □ court order authorizing a change to the Memorandum of Association
   □ NUANS report for proposed new company name
   □ replacement Articles of Association
   □ replacement Memorandum of Association
6. **Authorized Representative/Authorized Signing Authority for the Company**

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Middle Name (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationship to Company</th>
<th>Email Address (optional)</th>
<th>Telephone Number (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date of Submission (yyyy-mm-dd)</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I, ___________________________________________, certify the information above is true and correct to the best of my knowledge and that I am authorized to submit this information on behalf of the company.

**FOR OFFICE USE ONLY**
Special Resolution for Non-Profit Company

COMPANIES ACT

INSTRUCTIONS

- Use this form to collect information to submit to Corporate Registry when changing a non-profit company articles, memorandum, name or objectives.
- Prepare your own special resolution when it was passed for another purpose such as conversion to or from a public company or change of share capital.
- The information will be filed with the Registrar of Companies in accordance with the Companies Act.

Item 1. Name of company
- Enter the full current name of the company.

Item 2. Corporate access number
- Enter the company’s corporate access number. The number appears on all certificates and documents issued by the Registrar of Companies.

Item 3. Special Resolution
- Indicate whether the special resolution was passed by company members (for companies without share capital) or by shareholders (for companies with share capital)
  - Select the type of company information that was amended by the special resolution.
  - Enter the text of the special resolution.

Item 4. Certification
- Enter the name and title of the company official who certified the special resolution.
- Ensure the company official signs and dates the certification.

Item 5. Additional Documents
- Enter one or more check marks to indicate which required documents have been included with the special resolution.

Item 6. Authorized representative/authorized signing authority for the company
- The authorized representative of the company must sign (original ink signature required) and date the form and indicate their relationship to the company.
- They may provide a daytime telephone contact number and e-mail address, if available.

Other Requirements

Your company must be up-to-date in filing annual returns before the changes authorized by the special resolution can be filed.

When the amendment is a change to the company articles:
- Ensure the amended article is included in the text of the special resolution OR that you have included a replacement for the entire articles of association.
- There is no fee to amend the articles of association.

When the amendment is a change to the company memorandum:
- Ensure you have included a copy of the court order authorizing the amendment.
- When the amendment is not specifically detailed in the court order, ensure the amendment to the memorandum is included in the text of the special resolution OR that you have included a replacement for the entire memorandum of association.
- Ensure the filing fee of $25 is included with this form. Cheques must be made payable to the Government of Alberta. Credit cards can only be accepted in person at Corporate Registry in Edmonton.

When the amendment is a name change:
- Ensure you have included an Alberta name search report (NUANS report), dated not more than 90 days before the date this special resolution is submitted for registration.
  - A NUANS report is not required if the company is changing to a number name assigned by the Registrar of Companies.
- Ensure the name change details are specifically addressed in the special resolution.
- Ensure the filing fee of $25 is included with this form. Cheques must be made payable to the Government of Alberta. Credit cards can only be accepted in person at Corporate Registry in Edmonton.
When the amendment is a change to company objectives:
- Ensure you have included a copy of the court order authorizing the amendment.
- When the amendment is not specifically detailed in the court order, ensure it is included in the text of the special resolution.
- Ensure the filing fee of $25 is included with this form. Cheques must be made payable to the Government of Alberta. Credit cards can only be accepted in person at Corporate Registry in Edmonton.

When the amendment is a change to the share capital:
- Prepare your own special resolution.
- Ensure you have included a copy of the court order when the change relates to an arrangement, reorganization or reduction of share capital.
- Ensure the nature of the amendment is specifically detailed in the special resolution, if it is not detailed in the court order.
- Ensure the filing fee of $25 is included with this form. Cheques must be made payable to the Government of Alberta. Credit cards can only be accepted in person at Corporate Registry in Edmonton.

When the amendment is a conversion from public to private company or vice versa:
- Prepare your own special resolution.
- Ensure the conversion details are included in the text of the special resolution OR that you have included a replacement memorandum of association that indicates the new status (public or private) of the company.
- Ensure the filing fee of $25 is included with this form. Cheques must be made payable to the Government of Alberta. Credit cards can only be accepted in person at Corporate Registry in Edmonton.

Send two copies of the special resolution and two copies of other required documents and any applicable fees to:

By mail:  
Service Alberta  
PO Box 1007 STN MAIN  
Edmonton AB T5J 4W6

In person:  
Corporate Registry  
Mezzanine Floor, John E. Brownlee Bldg.  
10365 97 Street  
Edmonton AB T5J 3W7

For more information, call:  
Edmonton: 780-427-2311  
Toll-Free: 310-0000 and then dial 427-2311
Sample Wording for Special Resolutions for Non-Profit Companies

- Certain amendments to non-profit company legal structure can only be made by special resolution of the company’s members/shareholders, e.g. change of company name, change of company objectives.

- You may not alter the meaning of the term 'special resolution'. This term is defined in Section 1(y) of the Companies Act.

- You can use the following examples to draft your special resolution or you may compose your own wording. You must ensure the wording clearly indicates it is a special resolution and not some other form of resolution.

### Changing the Articles of Association:
Special Resolution of [name of company]
By special resolution passed at a meeting of the [members/shareholders] of [name of company] on [date of resolution], Article [article number] of the articles of association is changed as follows: [new wording for article] OR
By special resolution passed at a meeting of the [members/shareholders] of [name of company] on [date of resolution], the articles of association are repealed entirely and replaced as follows: [new articles of association]

### Changing the Company Name:
Special Resolution of [old name of company]
As a result of a special resolution passed by the [members/shareholders] of the company on [date], the company’s name is changed from [old name of company] to [new name of company].

### Changing the Memorandum of Association:
Special Resolution of [name of company]
By virtue of a special resolution passed by the [members/shareholders] of the company on [date], Item [insert item number from the memorandum] of the memorandum of association is changed as follows: [new item] OR
The memorandum of association is repealed entirely and replaced as follows: [new memorandum]

### Changing the Company Objectives:
Special Resolution of [name of company]
At a meeting of the [members/shareholders] of [name of company], held on [date], Objective #[objective number] of the memorandum of association is changed as follows: [new wording for objective] OR
The objectives of the company are repealed entirely and replaced as follows: [new company objectives]

### Changing the Share Capital:
Special Resolution of [name of company]
The shareholders of [name of company] passed a special resolution on [date]. The share capital of the company is [amended/reorganized/consolidated/subdivided] as follows: [new share capital description]

### Converting the Company from Public to Private or Vice Versa:
Special Resolution of [name of company]
As a meeting of the [members/shareholders] of the company held on [date], the following special resolution was passed:
Be it resolved that [name of company] be converted from a public company to a private company. The memorandum and articles of the company are altered as follows: [insert new provisions] OR
The company is converted from a private company to a public company. The memorandum and articles of the company are changed as follows: [insert new provisions].
Dear Mayor and Council,

I am writing to advocate for Jasper’s pedestrians, including those who use wheelchairs and other mobility aids, people pushing strollers, and people who walk. Active transportation, more broadly, is critical to the health of a community, and because of this, I am asking for priority to be given to pedestrians on Jasper’s downtown (Patricia and Connaught) streets. First, I will quickly review the benefits of promoting active transportation and show the link to Jasper’s key planning documents. Then I will discuss some foundational principles to consider in designing and allocating pedestrian space. Last, I will suggest some guidelines for street rebalancing and circle back to Jasper’s existing plans for inspiration.

When Jasper’s residents and visitors choose to travel via the sidewalks, they:

- contribute to a vibrant street life and interact more with businesses, especially in the downtown commercial area,
- increase opportunities for social connection,
- reduce automobile emissions and contribute to better air quality,
- experience the individual health benefits of physical activity, and
- reduce overall automobile congestion and on-street parking demand.

More pedestrian activity, particularly in Jasper’s downtown area, also has direct impacts on the municipality’s finances. Roads and parking spaces are expensive to build and maintain. Pedestrians reduce wear and tear on our streets and use public rights-of-way more efficiently than people in automobiles.

The Municipality of Jasper planning documents reflect the benefits of, and prioritize, active transport. In the *Jasper Community Sustainability Plan* there are three transportation goals: “promote walking and cycling in Jasper, manage vehicle traffic and parking efficiently, provide affordable and accessible alternatives to the private automobile for local travel in Jasper.” (page 23) In the *Town of Jasper Transportation Master Plan*, a key objective is to “Encourage use of Active Modes” with the goal “to achieve more pedestrian-friendly streets and better connections to parking, hotels, school sites, and recreational facilities.” (page 38)

Pedestrian Level of Service is a term that defines the overall quality of a pedestrian facility, and it is based on factors that affect people’s comfort, safety and mobility. At its most basic, pedestrian level of service is about the amount of right-of-way space available to each pedestrian. The primary design factor affecting pedestrian level of service is the effective width of a sidewalk or path. More effective width is better. The effective width (rather than the total width) accounts for storefronts, lamp posts, benches, signs, sandwich boards, and any other objects that may narrow the path of travel for pedestrians. Operational factors such as the total number of pedestrians also affect level of service. When there are more pedestrians than there is space to accommodate them comfortably, level of service is reduced.

This effective width concept, translated into pre-COVID urban street design guidance, means that a functional sidewalk has several distinct zones, as shown in the image below. The *Frontage Zone*, adjacent to the buildings, is where lineups, entryways, signs, and sidewalk seating should be located. The *Pedestrian Through Zone* is the obstacle-free pathway for pedestrians, and on main commercial
streets like Patricia Street and Connaught Drive, should be a minimum of 2.5 metres wide and linear (without horizontal deflections). The Furniture Zone, on the curb side of the through zone, should be home to lamp posts, benches, bicycle parking and other fixed amenities.

Space allocation on commercial main streets is a delicate balancing act, which considers both business needs and public mobility needs. With the majority of the public rights-of-way dedicated to moving or parking vehicles, sidewalk space in downtown Jasper is at a premium. Signs, sandwich boards, benches, bicycle racks and pedestrians all compete for limited sidewalk space, which is already substandard by today’s design guidance (Image 2).

With COVID, the public space requirements for both businesses and pedestrians has increased, exacerbating the constraints of Jasper’s downtown sidewalks. The Frontage Zone has been expanded to accommodate queuing outside businesses (Image 3) and, in some locations, the new sidewalk cafe/seating program. This has further limited the Pedestrian Through Zone widths, which in turn compromises the safety, mobility and comfort of Jasper’s many sidewalk users.
Communities everywhere are rebalancing streets in response to COVID. This means reallocating space from motor vehicles to be used for active transportation, amenities, or businesses. The tactics range from sidewalk extensions to full street closures. Organizations like the National Association of City Transportation Officials (NACTO) and Federation of Canadian Municipalities (FCM) have developed tools to guide these rebalancing actions and support communities with implementation.

Here in Jasper, our key community planning documents recommend a common action in pursuit of active transportation priority: to create a pedestrian-only street in the downtown. This action, referenced on the next page, was recommended prior to COVID, and is even more timely today. A permanent or peak-tourism season street closure would improve downtown vitality and demonstrate a clear commitment to prioritizing active transportation. As I type, Banff and Canmore, our sibling communities, are proving the success of this measure.

As a resident who chooses to walk and cycle, and as a transportation planning professional, I am concerned that we are missing an opportunity to realize the community’s goals. Rebalancing street space in the short term is a cost- and time-effective way to test new configurations and inform future infrastructure renewal. My hope with this letter is to encourage the Municipality of Jasper to reconsider rebalancing Patricia Street and Connaught Drive through the downtown. The sidewalk seating initiative has helped to prioritize businesses, but if Jasper’s vision for promoting active transportation holds true, more must be done for pedestrians.

Yours sincerely,

Erin Toop
Resources


Jasper Community Sustainability Plan

2.1.4 Goals: Promote walking and cycling in Jasper.

- Manage vehicle traffic and parking efficiently.
- Provide affordable and accessible alternatives to the private automobile for local travel in Jasper.

Actions:

- In the design of new streets or the redesign of existing streets, the Municipality will respond to the needs of pedestrians and cyclists, and consider environmental improvements by including features such as: Comfortable and engaging public spaces and seating; Infrastructure that encourages walking and cycling; and Features to provide accessibility to mobility and/or visually impaired individuals.
- Portions of Elm Street and/or Patricia Street will be considered for temporary closure to vehicles during special events, holidays, and/or on peak tourist days, subject to any applicable regulations regarding the provision of essential services.
- The Municipality will make road and pedestrian infrastructure improvements.

Transportation Master Plan

Objective 2: Encourage use of Active Modes

Goal: To achieve more pedestrian-friendly streets and better connections to parking, hotels, school sites, and recreational facilities.

Strategy 1.6: Consideration could be given to transforming a certain roadway(s) into a pedestrian-only street (pedestrianization) within the downtown central business district. This initiative has been successfully implemented in other jurisdictions to improve pedestrian mobility, enhance shopping and business activity, revitalize and beautify the local environment, and promote active transportation as a priority within the town. Pedestrianization could be permanent or a seasonal implementation.
September 2, 2020

Lyndon Gyurek
Director, Water and Wastewater
Alberta Environment and Parks
182 Chippewa Rd.
Sherwood Park, AB T8A 4H5

Dear Dr. Gyurek,

The Jasper Wastewater Treatment Plant (WWTP) is classified as a Class IV facility. In January 2020, the Municipality of Jasper (Municipality) retained EPCOR to operate the facility. At the request of the Municipality, EPCOR completed a review of the Jasper WWTP classification using the WWTP Classification Point Guide included in Alberta Environment and Parks’ (AEP) Wastewater Systems Guidelines for Design, Operating and Monitoring. A letter summarizing EPCOR’s review is attached following this letter.

The Municipality also completed a benchmarking exercise, shown in Table 1 below, by comparing similar sized WWTP’s in Alberta and their facility classification. Based on the findings from this review, the Municipality believes the Jasper WWTP should be classified as a Class III facility.

Table 1: Alberta WWTP’s Facility Classification Benchmark

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Canmore</th>
<th>Okotoks</th>
<th>Strathmore</th>
<th>Taber</th>
<th>Lac La Biche</th>
<th>Jasper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>13,992</td>
<td>28,881</td>
<td>13,756</td>
<td>8,428</td>
<td>2,314</td>
<td>4,590</td>
</tr>
<tr>
<td>WW Treatment Technology</td>
<td>Bio Aerated Filtration</td>
<td>BNR Tertiary Treatment System</td>
<td>BNR Tertiary Treatment System</td>
<td>Aerated Stabilization Ponds</td>
<td>BNR Nutrient Removal</td>
<td>BNR Nutrient Removal</td>
</tr>
<tr>
<td>Solids Handling</td>
<td>Aerobic Sludge Digestion &amp; Mechanical Sludge Dewatering</td>
<td>Thickening, Primary/Activated Sludge Blend, Mechanical Dewatering</td>
<td>Mechanical Dewatering, Thickening, Disposal</td>
<td>Sludge Fermentation, Mechanical Dewatering</td>
<td>Aerobic Sludge Digestion, Mechanical Dewatering, and Thickening</td>
<td>Thickening, Mechanical Dewatering, Off-Site Composting</td>
</tr>
<tr>
<td>Facility Classification</td>
<td>Class III</td>
<td>Class IV</td>
<td>Class IV</td>
<td>Class II</td>
<td>Class III</td>
<td>Class IV</td>
</tr>
</tbody>
</table>
For a small community of 4,500 permanent residents, the staffing level requirements and additional operating costs associated with a Class IV facility are not sustainable based on the technical review of the plant and financial constraints, the Municipality of Jasper respectfully requests that AEP review the facility classification for the Jasper WWTP.

Sincerely,

Mark Fercho
Chief Administrative Officer

Attachment: EPCOR Jasper WWTP Facility Classification

cc: John Greathead, Municipality of Jasper Director of Operations
July 22, 2020

John Greathead  
Director of Operations  
Municipality of Jasper  
3 Compound Road, Box 520  
Jasper, AB T0E 1E0

Dear Mr. Greathead:

Re: Jasper Wastewater Treatment Plant Facility Classification

1. BACKGROUND
At the request of the Municipality of Jasper (Municipality), EPCOR has reviewed the facility classification for the Jasper Wastewater Treatment Plant (WWTP). The purpose of this letter is to provide a summary of EPCOR’s findings from the review.

Alberta Environment and Parks (AEP) classifies all wastewater treatment (WWT) facilities based upon a range of points determined by the “degree of difficulty to operate” the facility. Facility classification may be reviewed upon request by the facility owner or authorized representative. Table 1 below summarizes the facility classification system.¹

Table 1: WWTP Facility Classification System

2. CLASSIFICATION OF JASPER WWTP
The Jasper WWTP is currently classified as a Class IV facility. EPCOR has prepared a facility classification worksheet (Table 2) based on the WWT facility classification point guide provided in tables 4.15 (a) and 4.15 (b) of AEP’s Standards and Guidelines for Municipal Wastewater Systems.

EPCOR has reviewed the Jasper WWTP treatment process and the classification point guide. A summary of the Jasper WWTP facility classification and justification of the assigned points for each unit process is provided in Table 2 below and with a point total of 74 this supports the facility being categorized as a Class III facility. A process flow diagram for the Jasper WWTP is included as an attachment.

Table 2: Jasper WWTP Facility Classification Worksheet

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Size</strong></td>
<td>3</td>
<td>Estimated peak population served: 26,950. Based on previous estimate 22,000 (2001) + 22.5% growth over 18 years.</td>
</tr>
<tr>
<td>Maximum population equivalent (P.E.) served, peak day (1 pt/10, 000 P.E. or part) (Population Served___________)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design flow (avg. day) or peak month’s flow (avg. day), whichever is larger (1 pt/5000 m³/day)</td>
<td>2</td>
<td>Design max month average flow: 7500 m³/day</td>
</tr>
<tr>
<td><strong>Effluent Discharge</strong></td>
<td>2</td>
<td>*See supporting information below.</td>
</tr>
<tr>
<td>Receiving Stream Sensitivity*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Disposal – evaporation</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Subsurface Disposal</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>*<em>Variation in Raw Wastewater (Slight to Extreme)</em></td>
<td>0</td>
<td>*See supporting information below.</td>
</tr>
<tr>
<td><strong>Pretreatment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant pumping of main flow</td>
<td>3</td>
<td>Raw sewage lift station (Attachment 1)</td>
</tr>
<tr>
<td>Screening, comminution</td>
<td>3</td>
<td>Influent Fine Screen (Attachment 1)</td>
</tr>
<tr>
<td>Grit Removal</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Chemical pre-treatment (except chlorination, enzymes)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Primary Treatment</strong></td>
<td>5</td>
<td>Primary Clarifier</td>
</tr>
<tr>
<td>Primary Clarifiers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combined Sedimentation/digestion</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Secondary Treatment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trickling Filter w/ Secondary Clarifiers or RBC</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Activated Sludge w/ Secondary Clarifiers (including extended aeration and oxidation ditches)</td>
<td>15</td>
<td>Activated Sludge (BNR) combined with Secondary Clarifier (Attachment 1)</td>
</tr>
<tr>
<td>Stabilization ponds without aeration</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Aerated</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Dissolved air floatation (not sludge)</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Advanced Waste Treatment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Polishing pond</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Chemical / physical without secondary</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Chemical / physical with secondary</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Biological or chemical / biological</td>
<td>12</td>
<td>Biological nutrient removal (Attachment 1)</td>
</tr>
</tbody>
</table>
Ion exchange  
Reverse Osmosis, electro dialysis, membranes, cloth filters  
Chemical recovery, carbon regeneration  

<table>
<thead>
<tr>
<th>Solids Handling</th>
</tr>
</thead>
</table>
| Conditioning   | 2  
| Thickening     | 5  
| Anaerobic digestion | N/A  
| Aerobic digestion | N/A  
| Evaporation sludge drying | N/A  
| Mechanical dewatering | 8  
| Solids reduction (incineration, wet oxidation) | N/A  
| Composting (on site) | Off-site Composting  

<table>
<thead>
<tr>
<th>Disinfection</th>
</tr>
</thead>
</table>
| Chlorination or comparable | 5  
| On-site generation | N/A  

<table>
<thead>
<tr>
<th>Use of SCADA*</th>
</tr>
</thead>
</table>
| 4  

<table>
<thead>
<tr>
<th>Laboratory Control by Plant Personnel</th>
</tr>
</thead>
</table>
| Bacteriological (complexity)*      | 0  
| Chemical/Physical (complexity)*    | 5  

<table>
<thead>
<tr>
<th>Total Points</th>
</tr>
</thead>
</table>
| 74 | Class III  

3. SUPPORTING INFORMATION

3.1. Receiving Stream Sensitivity

The sensitivity of the receiving stream is determined by the degree of dilution provided under low flow conditions. 7Q10 flows were calculated for the Athabasca River as an estimate of low flow conditions. 7Q10 is defined as the lowest 7-consecutive-day average flow occurring once in 10 years. The flow gauge on the Athabasca River (07AA002) is located approximately 2 km downstream of the Jasper WWTP. Flow data from 1987 – 2016 was used as it was the most recent data available. The annual 7Q10 value for this station was calculated as 8.15 m³/s.

The Jasper WWTP discharges treated effluent into the Athabasca River and has a design flow rate of 7,500 m³/day (Maximum month average flow). Comparing the 7Q10 flow for the Athabasca River to the Jasper WWTP maximum month average flow (0.087 m³/s) provides a conservative assessment of the water quality impacts from the treated effluent on the Athabasca River. The Jasper WWTP effluent are only 1.07% of the flows of the Athabasca River during 7Q10 flows, or in other words the Athabasca River offers a 100:1 dilution ratio. It is important to consider that maximum monthly effluent at the Jasper WWTP do not occur during the winter months when 7Q10
flows occur, and as such, the actual dilution of the WWTP effluent in the Athabasca River is anticipated to be much higher.

Based on the calculated dilution ratio, EPCOR suggests that point value for the receiving stream sensitivity should be 2 (i.e. More than secondary treatment is required).

3.2. Variation in Raw Wastewater

Assessing the variation in raw wastewater is based on the frequency or intensity of deviation from normal or typical fluctuations. The deviations can be in terms of wastewater flow, strength, or toxicity. AEP’s WWTP facility classification guide provided in Table 3 below categorizes raw wastewater based on the magnitude of recurring deviations from typical wastewater flows or strength.

Table 3: WWTP Classification Point Guide: Variation in Raw Wastewater

<table>
<thead>
<tr>
<th>VARIATION IN RAW WASTEWATER (slight to extreme)</th>
<th>0 - 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>The key concept is frequency and / or intensity of deviation or excessive variation from normal or typical fluctuations; such deviation can be in terms of strength, toxicity, shock loads etc.</td>
<td></td>
</tr>
<tr>
<td>Suggested point values are:</td>
<td></td>
</tr>
<tr>
<td>Variations do not exceed those normally or typically expected</td>
<td>0</td>
</tr>
<tr>
<td>Recurring deviations or excessive variations of 100 to 200 percent in strength and / or flow</td>
<td>2</td>
</tr>
<tr>
<td>Recurring deviations or excessive variations of more than 200 percent in strength and / or flow</td>
<td>4</td>
</tr>
<tr>
<td>Raw wastes subject to toxic waste discharges</td>
<td>6</td>
</tr>
</tbody>
</table>

EPCOR analyzed the influent wastewater quality data from the Jasper WWTP from 2013 to 2017. Over this period, daily composite samples were collected and analyzed for BOD, TSS, Total Phosphorus, and Ammonia. Descriptive statistics such as the minimum, mean, maximum, and standard deviation were calculated for each parameter using the statistical software Minitab and summarized in Table 4.

According to the point classification guide (Table 3), variations in wastewater less than 100% in strength or flow are categorized as normal or typically expected. Upper and lower specification limits (+/- 100%) were calculated for each parameter based on the sample mean.

Table 4: Jasper WWTP Influent Wastewater Descriptive Statistics

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Minimum</th>
<th>Mean</th>
<th>Maximum</th>
<th>Standard Deviation</th>
<th>Upper Specification Limit (USL)</th>
<th>Lower Specification Limit (LSL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flow (m3/day)</td>
<td>1271</td>
<td>3876.9</td>
<td>7619</td>
<td>556.4</td>
<td>7753.8</td>
<td>0</td>
</tr>
<tr>
<td>TSS (mg/L)</td>
<td>18</td>
<td>183.5</td>
<td>769</td>
<td>56.2</td>
<td>367.0</td>
<td>0</td>
</tr>
</tbody>
</table>

Histograms were prepared for each parameter to assess the variation in raw wastewater quality with respect to the specification limits (+/- 100%). Histograms for Flow, TSS, Total Phosphorus, BOD and Ammonia are shown in Figure 1 below.

Figure 1: Histograms - Jasper WWTP Influent Wastewater Quality 2013-2017

<table>
<thead>
<tr>
<th>Parameter</th>
<th>0.20</th>
<th>4.7</th>
<th>19.45</th>
<th>1.5</th>
<th>9.4</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Phosphorus (mg/L)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOD (mg/L)</td>
<td>3.00</td>
<td>239.9</td>
<td>743</td>
<td>69.6</td>
<td>479.8</td>
<td>0</td>
</tr>
<tr>
<td>Ammonia (mg/L)</td>
<td>0.050</td>
<td>24.3</td>
<td>94</td>
<td>6.7</td>
<td>48.6</td>
<td>0</td>
</tr>
</tbody>
</table>

Histograms were prepared for each parameter to assess the variation in raw wastewater quality with respect to the specification limits (+/- 100%). Histograms for Flow, TSS, Total Phosphorus, BOD and Ammonia are shown in Figure 1 below.

Figure 1: Histograms - Jasper WWTP Influent Wastewater Quality 2013-2017
Using the statistical software Minitab, two-sided tolerance intervals were calculated for each parameter using the non-parametric method. The calculated tolerance intervals contain 95% of the sample population with a confidence of 99 percent. The tolerance intervals and specification limits are summarized in Table 5.

Table 5: Jasper WWTP Influent Wastewater Tolerance Intervals

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Lower Tolerance Interval</th>
<th>Upper Tolerance Interval</th>
<th>Lower Specification Limit (LSL)</th>
<th>Upper Specification Limit (USL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flow (m3/day)</td>
<td>2862</td>
<td>4996.0</td>
<td>0</td>
<td>7753.8</td>
</tr>
<tr>
<td>TSS (mg/L)</td>
<td>100</td>
<td>322</td>
<td>0</td>
<td>367.0</td>
</tr>
<tr>
<td>Total Phosphorus (mg/L)</td>
<td>2.3</td>
<td>8.1</td>
<td>0</td>
<td>9.4</td>
</tr>
<tr>
<td>BOD (mg/L)</td>
<td>117</td>
<td>394</td>
<td>0</td>
<td>479.8</td>
</tr>
<tr>
<td>Ammonia (mg/L)</td>
<td>14</td>
<td>38.2</td>
<td>0</td>
<td>48.6</td>
</tr>
</tbody>
</table>

For all parameters, the tolerance intervals shown in Table 5 represent 95% of the sample population and are well within the specification limit boundaries (+/- 100%). The histograms in Figure 1 show the variable frequency for each parameter. Over the five year period from 2013 to 2017, there were only a small number of exceedances of the upper specification limits for TSS, BOD, Total Phosphorus, and Ammonia. Based on the above analysis, EPCOR suggests that the point value for the raw wastewater variation should be 0 (i.e. Variations do not exceed those normally or typically expected.)
3.3. Use of SCADA

The SCADA system at the Jasper WWTP provides remote data monitoring and automated control of the plant. The existing SCADA system allows for process adjustment of most major unit processes including set point control and alarm control for dial out alarms. However, a number of major unit processes have limited monitoring data and no control through SCADA including the UV system, centrifuge, dissolved air floatation, and septage receiving system. EPCOR compared the Jasper WWTP SCADA system with other wastewater facilities in Alberta including Strathmore, Canmore, Edmonton, and Okotoks. Based on this evaluation, EPCOR believes the use of SCADA at the Jasper WWTP provides data with moderate process adjustment with a suggested point total of 4.

Sincerely,

(electronic signature here, if available)

Alec Mackenzie, M.Eng., P.Eng.
Project Manager, Project Development and Delivery

Attachment: Jasper WWTP Process Flow Diagram

cc; Mark Fercho
<table>
<thead>
<tr>
<th>MEETING (Date) / Item / Notes</th>
<th>WHO (lead)</th>
<th>ACTION (to/via)</th>
<th>TARGET (Status)</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Date: __________________________