

COUNCIL PRIORITY: ORGANIZATIONAL HEALTH

Organizational Health – A healthy organization will deliver on the Municipality of Jasper’s commitment for community health



Objective:

Ensure a strong and accountable staff team

- Hire a new CAO
 - ✓ New CAO hired August 2014
- Develop a new and effective CAO performance and evaluation plan, then management exempt staff performance and evaluation plans
 - ✓ New performance plan for CAO developed and in service
 - ✓ New performance plans for management staff being developed
- Develop succession plans
- Negotiate a new collective agreement
 - ✓ New collective agreement signed in March 2015
- Enhance internal communications and coordination, build the staff team
 - ✓ Weekly management meetings, weekly “Municipal Updates” to all staff

Objective:

Develop excellent Council-staff relations

- Pursue meaningful opportunities for staff and Council engagement
- Grow from challenges, celebrate successes

Objective:

Complete capital projects

- Complete the municipal library project
 - ✓ Project progress on schedule for completion on October 2, 2015
 - ✓ Project updates publicly communicated monthly
- Complete the new multi-use outdoor space on exchange lands after old high school is removed
 - ✓ Detailed site plan submitted for permit approval with Parks Canada
- Plan for Aquatic Centre and Arena renovations and upgrades
 - ✓ Consultant hired, plan in development

COUNCIL PRIORITY: FISCAL HEALTH

Fiscal Health – The Municipality of Jasper’s fiscal principles, goals and actions will foster community health



Objective:

Increase non-taxpayer revenues and reduce costs

- ✓ Renegotiated energy contracts for future savings over \$170k
- Collaborate with the Town of Banff and Parks Canada on reducing or eliminating land rent costs paid to Parks Canada by the two National Park municipalities
- Secure alternative revenue sources
 - ✓ More aggressive pursuit of grant funding
 - ✓ Fire Department review of cost recovery from province and federal govts
- Explore economic development opportunities
- Support the development of “shoulder season” attractions

Objective:

Review services and policies for cost-benefits

- Review LEED building policy vs developing a Green Building Policy
 - ✓ Pool received LEED certification, ceremony held February 2015
- Complete Council and staff remuneration reviews
 - ✓ Management staff remuneration review completed and implemented
- Develop strategic regional waste management goals through membership in the West Yellowhead Regional Landfill Authority
- Consider “Dark Sky Community” initiatives
 - ✓ Review of town streetlight plan and promotion of light efficient community planned for fall 2015

Objective:

Enhance the municipal budget process

- Develop an organization wide four year big picture workplan from the strategic direction set by Council, including capital plans
- Set an annual budget process timeline for maximum efficiency, with capital projects based on strategic planning and long term asset management needs
 - ✓ 2016 municipal budget dates set for November and December 2015

COUNCIL PRIORITY: RELATIONSHIPS

Relationships – We value our relationships with the environment and our partners



Objective:

Enhance Relationships with Parks Canada

- Review the *Agreement for the Establishment of Local Government in the Town of Jasper*, with a focus on land use regulation, planning and development
 - ✓ Parks Canada and Municipality review of current state of land use planning and business licencing completed. Under review for next steps.
- Collaborate with partners including Parks Canada to ensure that housing meets the values described in the JCSP and Jasper Vision Statement
- Renew the Memorandum of Agreement for the Environmental Stewardship program
 - ✓ New agreement completed in 2014
- Determine the future operation and responsibility of the Jasper Transfer Station, and increase waste diversion to extend the life of the landfill and reduce GHG emissions

Objective:

Develop cross-jurisdictional relationships in Jasper

- ✓ Excellent collaboration of emergency response and evacuation due to Excelsior wildfire in Maligne Valley
- ✓ Jasper, Tourism Jasper, Hinton, Edson and Yellowhead County worked to receive the CATSA designation for the Edson Regional Airport
- Support the Jasper Partnership Initiative and the Jasper Community Team
 - ✓ JPI was successful in attracting Tour of Alberta, organizing for event
- Develop a new relationship with the Province of Alberta to recognize and then support resort municipalities
 - ✓ Underway: meetings and proposals with provincial ministries in collaboration with Banff /Canmore

Objective:

Continue to build relationships and collaborate with Banff and Canmore

- Host and participate in meetings between the three communities with mountain park connections as we work toward recognition of the challenges and contributions the three resort communities make to the Province of Alberta tourism
- Collaborate with the Banff and Canmore by sharing challenges and successes
 - ✓ Currently collaborating on housing, commercial use of public spaces, resort municipality status, support for newcomers and immigrants

COUNCIL PRIORITY: COMMUNICATIONS

Communications – The Municipality of Jasper will engage the community on initiatives, and clearly communicate its principles, goals and actions. Then listen to the community feedback.



Objective:

Improve communications with residents and visitors

- Update the municipal website
 - ✓ New website in service
- Develop and implement a strategic communications plan
 - ✓ Communications plan in development stage
- Renew the municipal entrance and wayfinding signs (in consideration of brand, or generic)
 - ✓ Wayfinding project is underway with participation by a range of internal to Jasper organizations including Parks Canada, coordinated by a firm specializing in wayfinding hierarchy and design
- Review the role of social media for municipal communications
 - ✓ Social media use is under review and included in new communications plan in development

Objective:

Increase opportunities for public engagement

- Provide opportunities for “strategic community conversations” on matters of importance and interest, such as budget, events, new opportunities, etc
 - ✓ Developed opportunities for community conversation on Shaw Wifi
 - ✓ Public invitation to participate in budget process
 - ✓ Updated community consultation process for CFS
- Revitalize municipal volunteer opportunities
 - ✓ May 28, 2015 Community Litter Pickup
 - ✓ August 3, 2015 Great Canadian Shoreline Cleanup (Pyramid Lake)

Objective:

Promote Jasper as a “Healthy Community” in all we do

- Promote the strategic outcome of a “Healthy Community” for health and wellness in all Council Priority goal areas for 2013 to 2017: Governance, Organizational Health, Fiscal Health, Relationships and Communications