



Municipality of Jasper
Strategic Priorities
2013 – 2017

Progress Report August 2017

Last Progress Report: November 2016.

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MESSAGE FROM MAYOR AND COUNCIL

Mayor and Council are pleased to share the Strategic Priorities for this Council's term from 2013 to 2017. This updated Strategic Priorities document was revised in the middle of the four year election term, in the fall 2015.

In the heart of Jasper National Park, the Municipality of Jasper is home to 4,500 permanent residents and host to two million visitors a year. The Municipality of Jasper is jointly governed by a locally elected Council and by Parks Canada.

Defining our priorities today, in pursuit of our desired future, is the key to serving our primary purpose of improving community health. A unified approach, unified in goals and direction, is the way forward.

Achieving local governance in 2001 afforded us the opportunity to have locally elected representatives take leadership of our mountain town's municipal operations, and since incorporation, monumental work has been carried out to establish a sound foundation for a sustainable future. Perhaps the most significant accomplishment in recent years is the completion of the Jasper Community Sustainability Plan, the first fully-integrated, jointly-developed planning tool for our community.

The Municipality of Jasper as an organization has experienced significant change in recent years; in both Council and Administration, new faces are mingling with more seasoned ones, reassessing practices, sharing history and inventing new ways to meet challenges and greet opportunities. At work, right here in our organization, are the same forces that shape our environment and challenge our ability for self-determination.

The Municipality of Jasper Strategic Priorities for 2013 to 2017 are based on the Jasper Community Sustainability Plan reflecting our community's aspirations for the future and articulating clearly how we intend to get there. From organizational to fiscal health, relationships and communications, our intention is to pursue the bright and optimistic future of our community, guided by the best interest of our residents.



Municipality of Jasper Mayor and Council

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Municipality of Jasper Mayor and Council 2013 - 2017



Councillor Vonna Arsenault



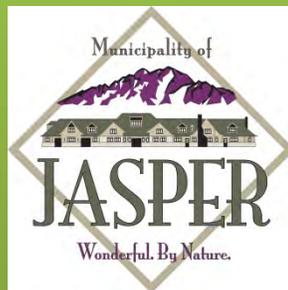
Mayor Richard Ireland



Councillor Rico Damota



Councillor Helen Kelleher-Empey



Councillor Brian Nesbitt



Councillor Dwain Wacko



Councillor Gilbert Wall

INTRODUCTION

The Municipality of Jasper, Mayor and Councils' **Strategic Priorities for 2013-2017**, are based on the community goals and objectives established in the **Jasper Community Sustainability Plan**. This is a report on progress toward completing Council's priorities.

While all services in the Municipality are important, the role of strategic planning is to provide certain goals a **slightly higher level of priority** in order to achieve **the long term vision of the Sustainability Plan**. The Municipality will maintain focus on all areas of its responsibility.

COUNCIL PRIORITIES AND SUSTAINABILITY PLAN GOALS



The 2011 Jasper Community Sustainability Plan (JCSP), was an exciting first – the first fully integrated planning tool addressing the five pillars of community sustainability: economy, culture, society, environment and governance. For the first time in Jasper's history, a community plan was completed jointly by the Municipality of Jasper and Parks Canada – a clear demonstration of collaboration for the development of our community.

Interviews, workshops, *pecha-kucha* events and information kiosks were held; a dedicated website, newsletters and 'As We Heard It' reports were published. An extensive community engagement plan was developed and a resident working group was put together, while professional consultants compiled, consolidated and expressed community input in the form of a Plan.

A community sustainability plan serves as a common touchstone for concerted, collaborative action toward the achievement of shared community goals. The most important step after a plan is created is to implement the plan into action. Council's priorities for 2013-2017 are based on the Jasper Community Sustainability Plan; focussing on improving community health.



COMMUNITY VISION

Jasper is a small, friendly and sustainable community set in the natural splendour of Jasper National Park.

Jasper is a community in which individual and collective actions respect and integrate the values of environmental stewardship, economic health, social equity, cultural vitality and participative governance.

Jasper residents value and promote quality services, affordability, eligible residency, controlled growth, and environmental responsibility. Community values emphasize the appreciation and preservation of Jasper's history, architectural scale and character.

Jasper is represented by locally-elected residents administering a form of municipal government designed and accepted by the community and Parks Canada. Planning and decision-making are characterized by a high degree of local participation which respects both community and National Park values and authorities.

Jasper is both a home to its residents as well a destination for visitors from across Canada and around the world drawn to experience Jasper National Park, part of a UNESCO World Heritage Site.

Jasper businesses and residents are essential partners in facilitating memorable visitor experiences.

Jasper is a leader in sound environmental practices and sustainable tourism. Residents and visitors respect the inherent value of Jasper National Park and accept and honour their environmental responsibilities.

Jasper offers accessible services and cultural amenities, lifelong learning opportunities, affordable housing and a safe and supportive living environment for all residents. Municipal taxes and land rent are fair and affordable, and municipal costs are equitably distributed among visitors, Parks Canada and the community. Seniors, families and young people are provided opportunities and encouragement to participate in the community and to remain in Jasper.

Jasper Community Sustainability Plan, September 2011

Richard Ireland
Mayor
Municipality of Jasper

Greg Fenton
Field Unit Superintendent
Jasper National Park

JASPER'S MUNICIPAL MISSION

Each year, our community of 4,500 people hosts 2,000,000 visitors from Canada and around the world. We're proud of our community. Our residents have committed in the Jasper Town Vision Statement to Jasper remaining a "...small, friendly community... set in the natural splendor of Jasper National Park." We're a community which values and promotes controlled growth, quality services and environmental integrity.



The Vision Statement commits our community to be "...a leader in sound environmental practices," to "... respect the inherent value of Jasper National Park," and to accept and honour the special environmental responsibilities that fall to us as park residents. The town of Jasper is also our home. It's where we raise our families, our children go to school, our seniors retire. We have softball leagues, swim teams, curling leagues, old-timer's hockey, kid's gymnastics and dozens of other activities that form the fabric of vibrant and living communities all across Canada. We're proud of our community facilities, too: our museum, daycare, parks, swimming pool, arena and recreation complex.



Jasper's **Municipal Mission Statement** is; ***"To provide open, honest and accountable government to the residents of Jasper."*** The core mission of the municipality is reflected in the "governance" strategic priorities as a key function and area of focus.

COUNCIL PRIORITY: GOVERNANCE

Governance – The Municipality of Jasper will contribute to community health by providing open, accountable and accessible government



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Objective:

Provide quality municipal services to the community

This objective requires the largest amount of municipal funding and staff time of all the strategic objectives. It is our primary function

- Focus municipal team efforts on ensuring the provision of the best possible municipal services to residents
 - ✓ Restructure of Finance and Administration in 2015
 - ✓ Restructure of CFS in 2016, added the Community Development Specialist position & Local Immigration Partnership funding a position
 - ✓ Restructure of Operations in 2016
 - ✓ Addition of new Assistant Fire Chief/Training in 2016
 - ✓ New Fire Engine purchased and into service 2016
 - ✓ Restructure 3 positions into 2 Legislative Services positions in 2017
- Ensure that Jasper is a safe and healthy community
 - ✓ 30kph zones 24/7 around schools and parks in place for Sept 2016
- Support alternative energy projects, electric car plugs, renovations for energy saving
 - ✓ Green transportation – new public bike repair station
 - ✓ Use of fuel alternative for small engines
 - ✓ New Zamboni which runs on natural gas, replacing the old regular gas unit. Switching to natural gas greatly reduces the emissions in the rink
 - ✓ LED lighting installed in Arena, January 2017

Objective:

Ensure maximum service life of infrastructure

- Develop Long Term Asset Management Plans using lifecycle assessment
 - ✓ Strategic Asset Management Study completed in 2016
 - ✓ Asset condition assessments in 2016 and through 2017, including Recreation Facility assessment, then combined with the AMP program
- Maintain existing infrastructure, buildings and fleet vehicles to accepted standards
 - ✓ Municipal Buildings and Asset Manager position created during restructure of Operations in 2016 to focus on these priorities with duty reorganization

COUNCIL PRIORITY: GOVERNANCE (...continued)

Objective:

Provide open, accountable and accessible government

- Complete and approve this Strategic Priorities Plan, then report progress
 - ✓ Strategic Priorities Plan completed, progress reports in 2015
 - ✓ Revised Strategic Plan update completed, this progress report 2016
- Review the *Agreement for the Establishment of Local Government in the Town of Jasper*, with a focus on land use regulation, planning and development
 - ✓ Completed a land use and development jurisdiction study with Parks Canada for consideration in changes to more Municipal responsibility.
- Create a municipal Code of Conduct
 - ✓ Respectful Workplace (*freedom from harassment and discrimination*) Policy developed and in place 2016
- Review the Jasper Community Sustainability Plan
- Update bylaws, policies and procedures systematically
 - ✓ Updated Fire Department Bylaw August 2015
 - ✓ Updated Council Procedures Bylaw January 2016
 - ✓ New Traffic Safety Bylaw August 2016
 - ✓ Updated the Economic and Community Development Fund policies
- Complete a bylaw for the commercial use of public space (sidewalk seating, busking, farmer's market, etc)
 - ✓ New Commercial Use of Public Space Bylaw March 2016
 - ✓ Third Pilot Project for busking in 2017
- Develop a feedback forum for residents and businesses
 - ✓ Resident Satisfaction Survey to be conducted prior to budget 2017
- Develop a policy and procedure for "best practices" in contract management
 - ✓ Municipal Buildings and Asset Manager position created during restructure of Operations in 2016 to ensure best practices in contract management for construction projects
 - ✓ Policy and procedure for best practice in contract management is being developed in collaboration between Legislative Services and Operations

COUNCIL PRIORITY: ORGANIZATIONAL HEALTH

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



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Objective:

Ensure a strong and accountable staff team

- Hire a new CAO in 2014
 - ✓ 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 staff performance evaluations in service 2017**
- Develop succession plans and restructure departments for succession
 - ✓ Restructure of Finance and Administration in 2015
 - ✓ Restructure of CFS and addition of new Community Development Specialist in 2016
 - ✓ Restructure of Operations in 2016
 - ✓ Addition of new Assistant Fire Chief/Training in 2016
 - ✓ **Restructure into new Legislative Services department and transition following retirement of long-serving Administration Officer in 2017**
- 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
 - ✓ Increased staff socials and staff events, in departments and through Health and Wellness Committee events
 - ✓ 21 Days of Happiness daily events

COUNCIL PRIORITY: ORGANIZATIONAL HEALTH (..continued)

Objective:

Develop excellent Council-staff relations

- Pursue meaningful opportunities for staff and Council engagement
 - ✓ Council held a Council-Management thank you for the budget process May 2, 2017
- Develop semi-annual management staff and Council meetings for strategic planning
 - ✓ Developing post-election orientation and strategic planning sessions
- Develop and implement ongoing staff satisfaction surveys
- Grow from challenges, celebrate successes
 - ✓ Celebrated the grand opening of the new Library and Cultural Center on September 30, 2016

Objective:

Complete capital projects

- Complete the municipal library project
 - ✓ Project completed June 2016
- Complete the new multi-use outdoor space on exchange lands after old high school is removed
 - ✓ Project mostly completed fall of 2016
 - ✓ Raking, reseeding completed May 2017
- Plan for Aquatic Centre and Arena renovations and upgrades
 - ✓ Activity Center facility assessment report draft completed April 2016
 - ✓ Developed cost estimates for construction, presented costing to Council for entire project March 2017
 - ✓ Roof replacement specifications completed, tender process for work underway

COUNCIL PRIORITY: FISCAL HEALTH

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



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Objective:

Increase non-taxpayer revenues and reduce costs

- 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
 - ✓ Land rent discussion with local Jasper Parks Canada office to be conducted upon decision of Land Use and Planning review underway
 - ✓ Meeting with Federal Government Standing Committee on the Environment September 21, 2016, land rent discussion topic
 - ✓ Meeting with Parks Canada head office and MP Jim Eglinski - June 2017
- Secure alternative revenue sources
 - ✓ Immigration, Refugee, Citizenship Canada funding for a “Local Immigration Partnership” and potentially a settlement worker
 - ✓ \$500,000.00 annual grant to reduce daycare fees to \$25.00 per day in 2017
- Investigate and implement where appropriate, opportunities to enhance user experience and improve cost recovery of municipal facilities
 - ✓ Fee structure for lease and rental in new library and cultural center completed in August 2016
 - ✓ New electronic booking system to improve facility bookings for improved customer service and booking efficiency, training underway
- Explore economic development opportunities
- Support the development of “shoulder season” attractions
 - ✓ Actively participate in the “Jasper Partnership Initiative” to develop and promote shoulder season attractions in coordination with other Jasper organizations and businesses
 - ✓ Developed and participate in the Jasper Event and Festival committee as a sub-committee of the JPI

COUNCIL PRIORITY: FISCAL HEALTH (...continued)

Objective:

Review services and policies for cost-benefits

- Review LEED building policy vs developing a Green Building Policy
- Complete Council and staff remuneration reviews
 - ✓ Council remuneration review completed, new Council compensation policy under development for next Mayor and Council, post-election
- Develop strategic regional waste management goals through membership in the West Yellowhead Regional Landfill Authority
 - ✓ A joint goal setting session identified two initiatives to pursue – regional organics processing facility and packaging regulations
 - ✓ Hired a regional coordinator to initiate collaboration and develop waste reduction programs and logistical systems
 - ✓ Feasibility study for regional compost facility underway
- Consider “Dark Sky Community” initiatives
 - ✓ Reviewing lighting standards with ATCO to meet “Dark Sky” objectives
 - ✓ Supporting the Dark Sky Festival, including coordination of light reduction in Athabasca Park and surrounding streets during the festival
 - ✓ Developing an information booklet for residents to be distributed September 2017

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
 - ✓ Three year operating budget to be introduced in the 2017 budget process
- Set an annual budget process timeline for maximum efficiency, with capital projects based on strategic planning and long term asset management needs
 - ✓ Annual budget meeting dates set one year in advance for 2016 and 2017 budget processes, and will continue to be set a year in advance
 - ✓ Conduct resident survey ahead of budget discussions, for information from residents to be considered in budget development
 - ✓ Asset management strategy completed, condition assessments underway, completed plan will inform the capital budget process and maintenance operating budgets in future years once completed
 - ✓ Resident satisfaction survey completed immediately prior to the budget process for 2017 to include resident input into municipal budget directly

COUNCIL PRIORITY: RELATIONSHIPS

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



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Objective:

Safeguard the Community Through the Pine Beetle Infestation

- Work with the Federal and Provincial Governments, industry and other agencies on pine beetle response initiatives, and to Fire Smart the community
 - ✓ Verbenone pouch program offered for vulnerable Pine trees within townsite, May 2016. **June 2017 program has placed over 300 pouches on trees**
 - ✓ Intergovernmental meetings with Parks Canada, new PC beetle plan includes fire fuel reductions to improve safety to the community of Jasper in 2016
 - ✓ Planning more municipal fire smart and fire fuel reduction initiatives
 - ✓ **Received \$200,000 for Fall 2017 fire fuel reduction work**
 - ✓ Improved community awareness building of evacuation preparation through the 2015 Excelsior wildfire event
 - ✓ Met with UBC on participating in a study on community adaptive response, both socially and economically, after the beetle infestation.
 - ✓ **MP House of Commons statement to improve safety of Jasper townsite**

Objective:

Enhance Relationships with Parks Canada

- Collaborate with partners including Parks Canada to ensure that housing meets the values described in the JCSP and Jasper Vision Statement
 - ✓ JCHC housing project for housing owned or assigned to businesses' staff
- Review/renew the Memorandum of Agreement for the Environmental Stewardship
 - ✓ Signed January 2014 for a five-year term 2014-2018
- Determine the future operation and responsibility of the Jasper Transfer Station, increase waste diversion to extend life landfill and reduce greenhouse gas emissions
- Resume regular scheduled "intergovernmental" meetings between Parks Canada and the Municipality
 - ✓ Intergovernmental meetings resumed, prior meeting in June 2016, next meeting planned for October 2016, and ongoing quarterly

COUNCIL PRIORITY: RELATIONSHIPS (...continued)

Objective:

Enhance Relationships with the business community

- Develop opportunities to enhance business and economic development for Jasper
 - ✓ Maintain membership with the Chamber of Commerce
 - ✓ Attend business networking events in Jasper
 - ✓ Support the Edson Regional Airport initiative
 - ✓ Participate in the Tourism Community Status Open Houses by JPCC
 - ✓ Business involvement in Tour of Alberta 2017 festival site selection
- Encourage the highest levels of visitor services throughout the community
 - ✓ Support the Culinary Arts School in Jasper initiative

Objective:

Develop cross-jurisdictional relationships in Jasper

- Support the Jasper Partnership Initiative and the Jasper Community Team
- Enhance multicultural relationship building in Jasper
 - ✓ Diversity Project Exhibition in February 2016
 - ✓ Diversity Project banners in municipal facilities, 2017 added Patricia Street
 - ✓ Jasper/Hinton/Miette Guard competition for 2 years in a row

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
 - ✓ The Municipalities of Jasper, Banff and Canmore completed two studies with the support of a Provincial Regional Collaboration Grant.
 - ✓ The first study, completed by the Headwater Group in 2015 regarding the unique municipal services that tourism communities support.
 - ✓ The second study, completed by Grant Thornton in 2016 regarding the economic importance of Jasper, Banff and Canmore within the Alberta economy.
- Develop a new relationship with the Province of Alberta to recognize and then support tourism municipalities
- Collaborate with the Banff and Canmore by sharing challenges and successes
 - ✓ Worked with Banff on projects relating to developing Welcoming and Inclusive Communities for new Canadians

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.



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Objective:

Improve communications with residents and visitors

- Update the municipal website
 - ✓ New website developed and operational June 2015
 - ✓ Business licencing information and applications now online
 - ✓ Council agendas now digital, searchable, and easier to download in 2017
- Develop and implement a strategic communications plan
 - ✓ Align communications resources across the organization to support this objective, coordination of staff with communications responsibility
- Renew the municipal entrance and wayfinding signs
 - ✓ Wayfinding manual completed and approved by Council October 2016
- Review the role of social media for municipal communications

Objective:

Increase opportunities for public engagement

- Provide opportunities for “strategic community conversations” with both the residential and commercial community on matters of importance and interest, such as budget, events, new opportunities, etc
 - ✓ Regular Collaborative Action Team meetings held for each lifestage: early childhood, school-age, young adults, adult/seniors
 - ✓ May 18 Parks Canada and Municipality jointly hosted ‘Jasper and the Beetles – Public Info Night’, FireSmart and emergency response preparation
 - ✓ Resident satisfaction survey conducted prior to budget 2017 meetings
- Revitalize municipal volunteer opportunities
 - ✓ Online application forms developed for municipal volunteer opportunities
 - ✓ Solicit participation from resident stakeholders in the Transportation Master Plan process as committee members

COUNCIL PRIORITY: COMMUNICATIONS (...continued)

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
 - ✓ Supporting the development of a new Mountain Bike Skills Park and an upgraded Skate Park within the Municipality
 - ✓ Wildflowers Childcare’s new lunch food service beginning 2017 will ensure that all children are provided with the nutrition they require for their optimal brain development and are given an equal opportunity to develop healthy eating habits, levelling the nutritional playing field for all children, no matter their economic background.
 - ✓ Council proclaimed Jasper as a “Welcoming and Inclusive Community” in 2017