

**MUNICIPALITY OF JASPER
COMMITTEE-OF-THE-WHOLE MEETING**

DATE: Tuesday, March 24, 2015
PLACE: **ESB meeting room**
TIME: 9:30 a.m.

A G E N D A

- 1.0 Call to Order
- 2.0 Additions to Agenda
- 3.0 Approval of Agenda
 - 3.1 March 24, 2015
- 4.0 Approval of Minutes
 - 4.1 March 10, 2015 attachment
- 5.0 Business Arising
- 6.0 Brief Updates
 - 6.1 Strategic Plan Quarterly Report, 1st Quarter 2015 separate document
- 7.0 Correspondence for Consideration
- 8.0 Council Representation on Various Boards, upcoming meetings
- 9.0 Upcoming Events
 - March 27 – Women Mean Business Lunch
 - March 29 – Community Dinner preparation – Council & Management staff
 - April 14 - Chamber meeting, 8 am
 - April 14 - Meeting with MP Jim Eglinski
 - April 23 - Volunteer Appreciation Banquet, Activity Centre
- 10.0 In Camera Session
 - 10.1 Personnel and deliberative matters (FOIP)
- 11.0 Adjournment

Committee of the Whole Meeting
Tuesday, March 10, 2015
Emergency Services Building Meeting Room

- Present Richard Ireland, Vonna Arsenault, Dwain Wacko, Rico Damota, Gilbert Wall, Brian Nesbitt, Helen Kelleher-Empey, Mark Fercho, Beryl Cahill, Alice Lettner, Trevor Nichols (the Fitzhugh)
- Call to Order Mayor Ireland called the meeting to order at 9:35 a.m.
- Additions to Agenda Councillor Damota requested that handicap parking zones be added to today's agenda.
- Approval of Agenda MOTION by Councillor Nesbitt to approve today's agenda with the above addition. CARRIED
- Approval of Minutes MOTION by Councillor Arsenault to approve the minutes of the February 24, 2015 committee meeting as presented. CARRIED
- Business Arising None
- Brief Updates Library Progress Report CAO Mark Fercho provided Council with an updated report on the progress of the new library. The report was printed in the agenda package. Mr. Fercho advised that some components of the project are a little behind schedule but the overall completion date of September remains the same with all other items being on track.
- Handicapped parking stalls Councillor Damota advised that a member of the community, who has recently become handicapped, has suggested that the handicap parking space on the Mac's side of Patricia Street should be relocated to the other side of the street in front of Online Sports and Tackle. This item will be referred to the Traffic Advisory Committee for review.
- Correspondence Economic Dev. for Elected officials Councillor Kelleher-Empey provided councillors with information on an upcoming course on economic Development for elected officials being held on May 14th, 2015 from 9 am to 4 pm at the Hinton Holiday Inn. Deadline for registration is March 27th with Nancy Robbins at Community Futures.
- Council reps. on various boards Councillor Arsenault to attend tonight's Museum meeting. Also attended yesterday's Yellowhead Regional Library Board meeting in Spruce Grove.
- Councillor Kelleher-Empey will attend the upcoming board meeting of the TCYHA, and mentioned the National Transportation fund.
- Councillor Nesbitt attended the recent Community Team Executive meeting, and intends to help cook the community dinner on March 29th.

Councillor Damota will attend next month's Communities in Bloom meeting and asked councillors for any feedback. Some concern was expressed about the lack of tidiness in residential back alleys. Possibly discuss this at next COW meeting.

Mayor advised that Gerry Lettner had spoken on communities in bloom at today's Chamber meeting.

Councillor Wall indicated that a significant announcement on Evergreens is expected on March 19th. Councillor Wall may have a conflict and would ask that someone attempt to be there on March 19th if he isn't able to. Apparently, both the MPL and the MLA will be leading the announcement. Possible that Deputy Mayor Wacko can attend.

Mayor Ireland – Mayor and CAO to attend the AUMA Mayors' Caucus meetings in Edmonton March 11 to 13. Will also meet with Mayors and CAO from Banff and Canmore. Will mention the advocacy school. Mayor attended a teleconference meeting of the standing committee regarding changes to the MGA, and ultimately, the Local Election Authorities Act which will be impacted by any changes to the MGA.

Mayor Ireland indicated that a press release from Minister McQueen on some additional money for municipalities. A request to come to Council at the March 17th regular meeting – notice to be waived due to time constraints.

Committee moves in camera	Motion by Councillor Wall that the committee move in camera at 10:25 a.m. to discuss a personnel matter.	Carried
Committee reverts to open meeting	Motion by Councillor Wacko that the committee revert to open meeting at 11:30 am.	Carried
Adjournment	Motion by Councillor Nesbitt that, there being no further business, the meeting be adjourned at 11:30 am.	Carried



Municipality of Jasper Strategic Priorities 2013 - 2017



Quarterly Report Report for First Quarter 2015

March 24, 2015 Version

MESSAGE FROM MAYOR AND COUNCIL ON REPORTING

Mayor and Council are pleased to share this report on progress toward the Strategic Priorities for this Council's term from 2013 to 2017.

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



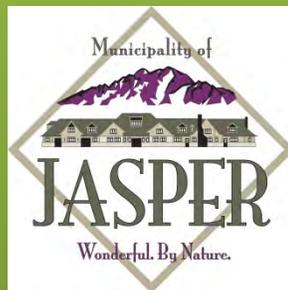
Mayor Richard Ireland



Councillor Rico Damota



Councillor Helen Kelleher-Empy



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**.

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 the goal of 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 less than 5,000 people hosts some 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 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



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
- Ensure that Jasper is a safe and healthy community

Objective:

Ensure maximum service life of existing infrastructure

- Develop Long Term Asset Management Plans using lifecycle assessment
 - ✓ Budget approved for 2015
 - ✓ Request for Proposals issued for support in developing an AMP
- Maintain existing infrastructure, buildings and fleet vehicles to accepted standards
 - ✓ New Fleet and Public Works Manager hired

Objective:

Provide open, accountable and accessible government

- Complete and approve this Strategic Priorities Plan, then report progress annually
 - ✓ Strategic Priorities Plan completed, this is first quarterly progress report
- Create a municipal Code of Conduct
- Review the Jasper Community Sustainability Plan
- Update bylaws, policies and procedures systematically
- Develop a feedback forum for residents and businesses

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 plans in draft form, implementing first quarter of 2015
- Develop succession plans
- Negotiate a new collective agreement
 - ✓ New collective agreement tentatively agreed in January 2015, and Council approved February 2015, 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 back on track, progress on schedule for completion to be publicly communicated monthly
- Complete the new multi-use outdoor space on exchange lands after old high school is removed
 - ✓ Detailed site plan development underway
- Plan for Aquatic Centre and Arena renovations and upgrades
 - ✓ Plan budget approved, RFP for 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
 - Underway, many meetings and proposals with provincial ministries and developing resort municipality support in collaboration with Banff /Canmore
- 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
- 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
 - ✓ Dark Sky lighting pilot street lighting work in 2015 planned

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
 - ✓ First step, budget process dates set for 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
 - ✓ RFP issued, land use planning firm selected and working with Parks Canada and Municipality to review current state of use planning and business licencing, then to present options. Completion April 2015
- 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
- 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

- Support the Jasper Partnership Initiative and the Jasper Community Team
 - ✓ JPI initiative was successful in attracting Tour of Alberta
- Develop a new relationship with the Province of Alberta to recognize and then support resort municipalities
 - Underway, many meetings and proposals with provincial ministries and developing resort municipality support 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
 - Underway, meetings and calls, joint planning sessions upcoming
- Collaborate with the Banff and Canmore by sharing challenges and successes
 - ✓ Currently collaborating on housing, commercial use of public spaces, resort municipality status

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 development stage
- 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, through an RFP process to select 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
 - ✓ Developing opportunities for community conversation on Shaw Wifi
 - ✓ Public invitation to participate in budget process
- Revitalize municipal volunteer opportunities

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