

# Municipality of Jasper **Strategic Priorities**

2018-2022



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# Table of Contents

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Message from Mayor and Council	2
Community Vision	3
Council's Mission	4
Sustainability Plan and Council Priorities	4
Council's Strategic Priorities	5
Jasper's Municipal Mission	12

# Message from Mayor and Council

Mayor and Council are pleased to share their Strategic Priorities for the years 2018-2022.

In the heart of Jasper National Park, the Municipality of Jasper is home to nearly 5,000 residents. With jurisdiction shared between a locally elected council and the Parks Canada Agency, the Municipality provides necessary services and facilities to its residents and to a large portion of the approximately 2.5 million annual visitors to Jasper National Park.

Since incorporation as a Specialized Municipality in 2001, the community has established a sound foundation for a sustainable future. Building on that foundation, we continue to examine and define evolving priorities in pursuit of our community's desired future. The strategic planning undertaken by successive Councils is key to advancing our primary objective of maintaining and enhancing community health.

Managing our vibrant and dynamic community involves balancing a broad range of competing priorities, all of which are important. The role of strategic planning is to elevate selected objectives to a higher priority to better advance the long-term vision of the Sustainability Plan, while concurrently and consistently maintaining focus on essential core areas of responsibility.

A unified approach – unified in goals and direction – has been adopted as the best way forward. Through organizational and fiscal health, positive, collaborative relationships, and clear communications, our overriding goal is to continue the confident pursuit of a robust and flourishing future for our community, guided always by the best interests of our residents.

The *Municipality of Jasper Strategic Priorities 2018-2022* is based on the five pillars of the *Jasper Community Sustainability Plan*, reflecting our community's aspirations for the future, and articulating our plan to help build that future.



Back Row (Left to Right): Councillor Rico Damota, Councillor Scott Wilson, Councillor Paul Butler, Councillor Bert Journault

Front Row (Left to Right): Councillor Helen Kelleher-Empy, Mayor Richard Ireland, Councillor Jenna McGrath

# 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*

# 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.

## Sustainability Plan and Council Priorities



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 tangible demonstration of community collaboration focused on our future.

Extensive community engagement, professionally compiled and consolidated, resulted in a Plan reflecting our community's expression of its chosen path to its preferred future.

A community sustainability plan serves as a common touchstone for concerted, collaborative action directed toward the achievement of shared community goals. Council's Strategic Priorities for 2018-2022 remain grounded in the *Jasper Community Sustainability Plan* and continue to reflect the commitment of the previous Council to enhancing community health and well-being, and promoting equity and inclusion.

# Council's Strategic Priorities

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.



## Governance and Social Equity

**Affirming the continuing provision of good governance, reflecting responsible, representative democracy at the local level, reinforcing openness, transparency and accountability, promoting equity, inclusion and respect in municipal administration and service provision throughout the community, Council will:**

- Seek out and pursue alternate sources of revenue;
- Allocate expenses equitably among and between taxpayers, service users and visitors;
- Pursue the development of an equitable and representative regulatory framework for Land Use, Planning and Development with Parks Canada;
- Develop and nurture mutually beneficial relationships and partnerships at the federal, provincial, local and international level to enhance community health and address issues and opportunities including:
  - eligible residency;
  - seniors and mobility-challenged transportation;
  - sister-city relationships;
  - seniors' housing; and
  - economic issues.
- Improve communication and information sharing with the community through:
  - implementation of the Wayfinding and Signage Guidelines; and
  - development and implementation of a strategic communications plan.



# Housing



**Dedicated to improve and expand the supply of housing in Jasper, focused on greatest need, affordability and health and safety, Council will:**

- Turn sod on at least one Community Housing Project while:
  - continuing to work with the Alberta Rural Development Network on developing the Connaught Drive project;
  - undertaking pre-development work on the 'church' properties initiative; and
  - assessing and exploring the potential for developing staff housing.
- Establish and define roles and responsibilities of stakeholders including:
  - Jasper Community Housing Corporation;
  - Municipality of Jasper administration;
  - Municipal Council;
  - Parks Canada; and
  - Private Sector.
- Encourage the provision of staff housing by institutional leaseholders including:
  - RCMP;
  - Municipality of Jasper;
  - Grande Yellowhead Public School Division; and
  - Parks Canada.
- Advance toward acquisition of Land Use, Planning and Development authority to create a Municipal Development Plan to encourage densification, infill and staff housing.





# Organizational Health

**Striving to improve the organizational health of the Municipality of Jasper by fostering Council-Staff relationships and enhancing operational effectiveness, efficiency, responsiveness and adaptability, Council will:**

- Review and evaluate committee and board roles, structures and responsibilities;
- Formalize a budget process strategy which may include:
  - annual budget process timelines;
  - presentation of department business plans outlining levels of service and value for money;
  - zero-based budgeting; and
  - consistency of information between departments.
- Conduct a review of recreation and cultural programming, services and opportunities to inform decision making regarding municipal offerings and facilities and to guide capital and operational expenditures;
- Foster enhanced Council-Staff relationships by:
  - maintaining a focus on a healthy organizational culture;
  - confirming mutual expectations; and
  - striving for equity in process and support between and among departments.
- Develop or acquire more housing for municipal staff.



# Economic Health and Fiscal Equity

**Focused on sustaining community economic health and vitality, and committed to enhancing equity in fiscal management, Council will:**

- Maintain a commitment to asset management and the Asset Management Plan;
- Continue to support tourism and economic development, including support of the establishment of a culinary school, and confirm an economic development strategy with community partners;
- Pursue equitable allocation of costs between the community and visitors and among community rate-payers by:
  - expanding visitor user fees where feasible;
  - working with senior levels of government to appropriately share revenues and expenses; and
  - maintaining a focus on visitor experience.
- Advance and improve fairness and equity in taxation including:
  - reviewing the commercial-residential tax rate split;
  - reviewing taxation of commercial uses of institutional and residential properties;
  - continuing to lobby for fairness and equity in the Alberta School Foundation Fee as it applies to Jasper; and
  - continuing to work towards fairness and transparency in the property assessment process.
- Where appropriate, improve equitable distribution of municipal service costs and ease the tax burden through implementation of user fees, including:
  - business licences;
  - utility fees;
  - environmental service fees; and
  - facility fees.



# Environmental Responsibility

## Aspiring to providing leadership at the municipal level, and promoting environmental stewardship at the community level, Council will:

- Review municipal operations, services and facilities to identify and integrate, where feasible, best environmental stewardship values and practices;
- Pursue waste management initiatives including:
  - waste reduction and diversion;
  - equity in waste management and water fees; and
  - review of garbage, sewer, recycling and composting programs.
- Improve communication, awareness and use of municipal waste services and programs, including cardboard recycling and grease traps;
- Continue engagement in regional waste management initiatives through the West Yellowhead Regional Waste Management Authority;
- Include *Towards Zero Waste* as a requirement for all events managed or permitted by the Municipality of Jasper;
- Develop and implement a single-use plastic reduction bylaw;
- Foster and support environmental initiatives, including:
  - cycling, walking and other forms of non-motorized transportation;
  - electric vehicles;
  - public transportation;
  - Dark Sky initiatives; and
  - food sustainability.



## Public and Community Safety



**Committed to improving public safety and security, emergency preparedness and response, and community resiliency, Council will:**

- Encourage and support staff and Council with training, resources and equipment for enhanced emergency readiness;
- Build on our positive relationship with Parks Canada in continuing and expanding FireSmart initiatives and forest fuel reduction programs to mitigate wildfire risk;
- Work with government and corporate partners to continually maintain, update and improve the comprehensive Municipal Emergency Management Plan, and to develop a disaster recovery framework;
- Conduct a policy-level review of bylaw implementation, compliance and enforcement practices;
- Review and implement traffic flow measures including reduced speed limits as necessary; and
- Continue to build a local emergency communications program.

# Jasper's Municipal Mission

With a population of nearly 5,000 residents, the Municipality of Jasper is the recognized service centre for Jasper National Park, providing services and infrastructure to host many of the approximately 2.5 million annual visitors to Canada's largest mountain national park.

Jasper is also our home. We're proud of our community. It's where we raise our families, where our children go to school, where our seniors retire. We have softball leagues, swim teams, curling leagues, cycle clubs, minor sports, old-timer's hockey, youth gymnastics and the dozens of other activities which form the fabric of vibrant and living communities across Canada.

We're proud, too, of our community facilities: our museum, daycare, parks, swimming pool, fitness centre, recreation complex, and library and cultural centre.

Council has proclaimed Jasper to be a Welcoming and Inclusive Community and has committed to making decisions through the lens of inclusion, keeping the interests of the community as a whole in mind, and advancing basic respect, truth and human dignity.



## Municipality of Jasper Mission Statement

To provide open, honest and accountable government to the residents of Jasper.