



Municipality of Jasper
Strategic Priorities
2013 – 2017

November 2014 Approved Version

MESSAGE FROM MAYOR AND COUNCIL

Mayor and Council are pleased to share 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



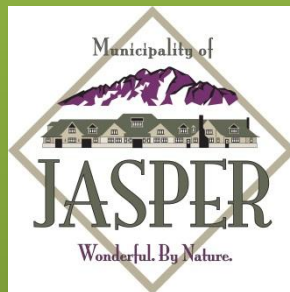
Mayor Richard Ireland



Councillor Rico Damota



Councillor Helen Kelleher-Empey



Councillor Brian Nesbitt



Councillor Dwain Wacko



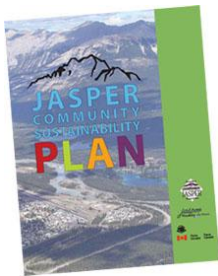
Councillor Gilbert Wall

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**.

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.



Photo: N. Gaboury

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
- Maintain existing infrastructure, buildings and fleet vehicles to accepted standards

Objective:

Provide open, accountable and accessible government

- Complete and approve this Strategic Priorities Plan, then report progress annually
- 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
- Develop a new and effective CAO performance and evaluation plan, then management exempt staff performance and evaluation plans
- Develop succession plans
- Negotiate a new collective agreement
- Enhance internal communications and coordination, build the staff team

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
- Complete the new multi-use outdoor space on exchange lands after old high school is removed
- Plan for Aquatic Centre and Arena renovations and upgrades

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

- 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
- 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
- Develop strategic regional waste management goals through membership in the West Yellowhead Regional Landfill Authority
- Consider “Dark Sky Community” initiatives

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

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
- Collaborate with partners including Parks Canada to ensure that housing meets the values described in the JCSP and Jasper Vision Statement
- Review/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 greenhouse gas emissions

Objective:

Develop cross-jurisdictional relationships in Jasper

- Support the Jasper Partnership Initiative and the Jasper Community Team
- Develop a new relationship with the Province of Alberta to recognize and then support resort municipalities

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

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
- Develop and implement a strategic communications plan
- Renew the municipal entrance and wayfinding signs (in consideration of brand, or generic)
- Review the role of social media for municipal communications

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
- 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