

MUNICIPALITY OF JASPER  
**REGULAR COUNCIL MEETING AGENDA**  
November 7, 2023 | 1:30 pm  
Jasper Library & Cultural Centre – Quorum Room  
[Municipality of Jasper Strategic Priorities 2022-2026](#)



**Notice:** Council members and staff are at the Jasper Library and Cultural Centre. Members of the public can attend meetings in person; view meetings through the Zoom livestream; or view archived Council meetings on YouTube at any time. **To live-stream this meeting starting at 1:30 pm, use this Zoom link: <https://us02web.zoom.us/j/87657457538>**

**1 CALL TO ORDER**

**2 APPROVAL OF AGENDA**

2.1 Regular meeting agenda, November 7, 2023 attachment

*Recommendation: That Council approve the agenda for the regular meeting of November 7, 2023 as presented.*

**3 APPROVAL OF MINUTES**

3.1 Regular meeting minutes, October 17, 2023 attachment

*Recommendation: That Council approve the minutes of the October 17, 2023 Regular Council meeting as presented.*

3.2 Committee of the Whole meeting minutes, October 24, 2023 attachment

*Recommendation: That Council approve the minutes of the October 24, 2023 Committee of the Whole meeting as presented.*

3.3 Organizational meeting minutes, October 24, 2023 attachment

*Recommendation: That Council approve the minutes of the October 24, 2023 Organizational meeting as presented.*

**4 CORRESPONDENCE**

4.1 Forest Park Hotel attachment

*Recommendation: That Council receive the correspondence for information.*

**5 DELEGATIONS**

5.1 Community Futures West Yellowhead attachment

*Recommendation: That Council receive the presentation for information.*

5.2 Jasper Employment & Education Centre – Rural Renewal Initiative attachment

*Recommendation: That Council receive the presentation for information.*

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5.3 Jeff Wilson & Robin Marks – Men’s Shed attachment

*Recommendation: That Council receive the presentation for information.*

5.4 Tourism Jasper – Destination Stewardship Plan attachment

*Recommendation: That Council receive the presentation for information.*

5.5 Crisis Team Jasper Society attachment

*Recommendation: That Council receive the presentation for information.*

## **6 NEW BUSINESS**

6.1 Jasper Community Team Society

*Recommendation: That Council approve the Jasper Community Team Society reallocating the \$12,500 to the Caring Community Fund.*

6.2 Community & Economic Development Fund Applications

*Recommendation: That Council approve the following grants from the Community & Economic Development Fund:*

- \$1,665 to Jasper Local Food Society; and
- \$1,665 Jasper Artist’s Guild.

6.3 Director’s Report – Protective & Legislative Services attachment

*Recommendation: That Council receive the report for information.*

6.4 Betkowski Scholarship Transfer

*Recommendation: That Council approve the transfer of the Betkowski Scholarship Fund to the Jasper Healthcare Foundation, subject to the completion of a Memorandum of Understanding outlining a commitment to administer the scholarships in accordance with the original funder’s intention.*

6.5 Wastewater Treatment Facilities Borrowing Bylaw 2023 – 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> readings attachment

*Recommendation: That Council give first reading to bylaw #255A, the Wastewater Treatment Facilities Borrowing Bylaw 2023.*

*Recommendation: That Council give second reading to bylaw #255A, the Wastewater Treatment Facilities Borrowing Bylaw 2023.*

*Recommendation: That Council agree to consider third reading of bylaw #255A, the Wastewater Treatment Facilities Borrowing Bylaw 2023, as Parks Certification was obtained.*

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*Recommendation: That Council give third reading to bylaw #255A, the Wastewater Treatment Facilities Borrowing Bylaw 2023.*

6.6 Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> readings  
attachment

*Recommendation: That Council give first reading to Bylaw #256A, the Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023.*

*Recommendation: That Council give second reading to Bylaw #256A, the Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023.*

*Recommendation: That Council agree to consider third reading of Bylaw #256A, the Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023.*

*Recommendation: That Council give third reading to Bylaw #256A, the Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023.*

**7 NOTICES OF MOTION**

**8 COUNCILLOR REPORTS**

[8.1 Council's appointments to boards and committees](#)

**9 UPCOMING EVENTS**

No Stone Left Alone – November 7, Jasper Cemetery, 10:30am  
Remembrance Day – November 11, Jasper Activity Centre, 10:30am  
Annual Jasper Legion Mess Gala Dinner – November 12, Jasper Royal Canadian Legion, 5pm  
External Group Budget Presentations – 9:30am, November 14  
Budget Presentations – 9am start both days, November 21 & 22  
Community Holiday Party – December 15, Jasper Activity Centre

**10 IN CAMERA**

10.1 Mayor's Special Awards FOIP s. 17(2)(j)(iv)

**11 ADJOURNMENT**

*Recommendation: That, there being no further business, the regular meeting of November 7, 2023 be adjourned at \_\_\_\_\_.*

*Please note: All regular and committee meetings of Council are video recorded and archived on YouTube.*

Municipality of Jasper  
**Regular Council Meeting Minutes**  
 Tuesday, October 17, 2023 | 1:30 pm  
 Jasper Library and Cultural Centre, Quorum Room

Virtual viewing and participation	Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through both Zoom livestreaming and in-person attendance.
Present	Mayor Richard Ireland, Deputy Mayor Rico Damota, Councillors Helen Kelleher-Empey, Kathleen Waxer, Scott Wilson, Ralph Melnyk, and Wendy Hall
Absent	none
Also present	Bill Given, Chief Administrative Officer Christopher Read, Director of Community Development Lisa Daniel, Childcare Services Manager Emma Acorn, Legislative Services Coordinator Peter Shokeir, The Fitzhugh 2 observers
Call to order	Mayor Ireland called the October 17, 2023 Regular Council meeting to order at 1:30pm.
Additions/ Deletions to agenda	none
Approval of agenda #438/23	MOTION by Councillor Damota – BE IT RESOLVED that Council approve the agenda for the October 17, 2023 Regular Council meeting as presented.  FOR 7 Councillors                      AGAINST 0 Councillors                      CARRIED
Approval of Regular minutes #439/23	MOTION by Councillor Waxer – BE IT RESOLVED that Council approve the minutes of the October 3, 2023 Regular Council meeting with the following amendments: <ul style="list-style-type: none"> <li>• Under Councillor Reports add Councillor Melnyk’s name to the attendees of September 30<sup>th</sup> National Day for Truth and Reconciliation ceremonies.</li> <li>• Under Councillor Reports add the meeting with K-Division at the Alberta Municipalities Tradeshow and Convention.</li> </ul> FOR 7 Councillors                      AGAINST 0 Councillors                      CARRIED
Approval of Committee of the Whole minutes #440/23	MOTION by Councillor Kelleher-Empey – BE IT RESOLVED that Council approve the minutes of the October 10, 2023 Committee of the Whole meeting as presented.  FOR 7 Councillors                      AGAINST 0 Councillors                      CARRIED
Correspondence	none
Delegations	none
Early Learning & Child Care Strategy #441/23	MOTION by Councillor Waxer – BE IT RESOLVED that Council amend: <ul style="list-style-type: none"> <li>• The first action on page ten to read “Research what other communities offer within the field of recreation programming which assists families in meeting their childcare needs for older children ages 8-11”.</li> <li>• The second action item on page ten to read “Explore opportunities to provide more recreation programming options that assist families in meeting their child care needs and report to Council for consideration”.</li> </ul>

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

MOTION by Councillor Hall – BE IT RESOLVED that Council amend:

- The last action on page twelve to read “Promote the value of childcare; including as an economic driver, within the Jasper Community.”

#442/23

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

MOTION by Councillor Waxer – BE IT RESOLVED that Council adopt Jasper’s Early Learning & Child Care Strategy as amended.

#443/23

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Recess

Mayor Ireland called a recess from 2:31-2:36pm.

Boards Skills Matrix  
– Jasper Municipal  
Housing  
Corporation  
#444/23

MOTION by Councillor Wilson – BE IT RESOLVED that Council approve the Jasper Municipal Housing Corporation Board Skills Matrix as presented.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Notices of Motion

none

Councillor Reports

Councillor Kelleher-Empey attended the Seniors Community Conversation on October 4<sup>th</sup>.

Councillor Hall attended the Mountain & Resort Town Planners Summit last week in Rossland, BC.

Councillor Melnyk attended the monthly Jasper Yellowhead Museum & Archives meeting last Tuesday evening.

Councillors Melnyk and Damota attended a Community Futures West Yellowhead meeting on October 2<sup>nd</sup>.

Mayor Ireland and Councillor Kelleher-Empey, Councillor Waxer, Councillor Melnyk, Councillor Hall, and Councillor Wilson attended an Intergovernmental meeting with Parks Canada on October 3<sup>rd</sup>.

Mayor Ireland attended the October 4<sup>th</sup> Adults Community Conversation. He was also in attendance at a Wellness Committee event on October 5<sup>th</sup>. Staff members Neil Jones and Greg Ellen have both been recognized for their ten years of service with the Municipality of Jasper.

Mayor Ireland attended the swearing in of the new Jasper Park Chamber Commerce Executive on October 6<sup>th</sup>.

Mayor Ireland enjoyed the Rotary dark sky event with Marc Garneau on October 12<sup>th</sup> and also delivered morning welcoming remarks on October 16<sup>th</sup> at the Alberta Professional Planners Conference hosted at Jasper Park Lodge.

Mayor Ireland attended the monthly meeting of Jasper Community Team Society this week. He also reported he received a gift donation to the Councillor reading room from Dwain Wacko, a book about the Fort McMurray fires.

Upcoming events

Council received a list of upcoming events for information.

Adjournment  
#445/23

MOTION by Councillor Melnyk – BE IT RESOLVED that, there being no further business, the Regular Council meeting of October 17, 2023 be adjourned at 2:59pm.

FOR  
7 Councillors

AGAINST  
0 Councillors

CARRIED

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Administrative Officer

DRAFT

Municipality of Jasper  
**Committee of the Whole Meeting Minutes**  
Tuesday, October 24, 2023 | 9:30am  
Jasper Library and Cultural Centre, Quorum Room

Virtual viewing and participation	Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through Zoom livestreaming and in person attendance.
Present	Mayor Richard Ireland, Deputy Mayor Rico Damota, Councillors Scott Wilson, Helen Kelleher-Empey, Kathleen Waxer, Wendy Hall, and Ralph Melnyk
Absent	none
Also present	Bill Given, Chief Administrative Officer Christine Nadon, Director of Protective & Legislative Services Christopher Read, Director of Community Development Lisa Riddell, Community Development Manager Amanda Stevens, Communications Manager Emma Acorn, Legislative Services Coordinator Erin Toop, Jasper Community Team Society Peter Shokeir, The Fitzhugh Bob Covey, The Local 2 observers
Call to Order	Deputy Mayor Damota called the October 24, 2023 Committee of the Whole meeting to order at 9:31am and began with a <a href="#">Traditional Land Acknowledgement</a> .
Additions/ deletions to the agenda #446/23	MOTION by Councillor Waxer that Committee add the following items to the October 24, 2023 Committee of the Whole meeting agenda: <ul style="list-style-type: none"><li>• 7.9 Ice Plant Update</li><li>• 11.1 Intergovernmental matters, FOIP s. 21(1)</li></ul>
	FOR 7 Councillors                      AGAINST 0 Councillor                      CARRIED
Approval of agenda #447/23	MOTION by Councillor Hall that Committee approve the agenda for the October 24, 2023 Committee of the Whole meeting as amended.
	FOR 7 Councillors                      AGAINST 0 Councillor                      CARRIED
Business arising from October 10, 2023 minutes	none

Delegations – Jasper Community Team Society Committee received a presentation from Erin Toop of the Jasper Community Team Society seeking direction regarding the funding that was provided to the society in 2022, to provide one-on-one after hours crisis support in Jasper.

#448/23 MOTION by Councillor Hall that Committee recommend Council approve the Jasper Community Team Society reallocating the \$12,500 to the Caring Community Fund.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Correspondence none

Hakone Delegation Deputy Mayor Damota reported on the discussion at his last Jasper Partnership Initiative meeting that related to the 2024 Hakone delegation.

Studded Tire Program Deputy Mayor Damota relinquished the chair to Mayor Ireland in order to make the following motion.

#449/23 MOTION by Councillor Damota that Committee refer the “Studded Tire Program” to the 2024 budget discussions.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Mayor Ireland relinquished the chair to Deputy Mayor Damota.

Community & Economic Development Council received a report from the department of Community Development with Lisa Riddell, Community Development Manager, reviewing applications and scoring.

Fund Applications #450/23 MOTION by Councillor Hall that Committee direct Administration to bring the Community & Economic Development Fund Policy to a future Committee of the Whole meeting for review.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

MOTION by Councillor Wilson that Committee recommend Council approve the following grants from the Community & Economic Development Fund:

- \$1,665 to Rocky Mountain Business Seminar;
- \$1,665 to Jasper Local Food Society; and
- \$1,665 Jasper Artist’s Guild.

Councillor Wilson made the motion above but vote was deferred as the next motion was made.

#451/23 MOTION by Mayor Ireland that the above motion be amended to replace “Rocky Mountain Business Seminar” with “The Narcissistic Abuse Survivor Foundation”



FOR 2 Councillors (Ireland, Kelleher-Empey)      AGAINST 5 Councillors      DEFEATED

Councillor Hall requested that Councillor Wilson split the motion into three parts.

#452/23      MOTION by Councillor Wilson that Committee recommend Council approve the following grant from the Community & Economic Development Fund:

- \$1,665 to Rocky Mountain Business Seminar

FOR 3 Councillors (Ireland, Wilson, Damota)      AGAINST 4 Councillors      DEFEATED

#453/23      MOTION by Councillor Wilson that Committee recommend Council approve the following grant from the Community & Economic Development Fund:

- \$1,665 to Jasper Local Food Society

FOR 7 Councillors      AGAINST 0 Councillor      CARRIED

#454/23      MOTION by Councillor Wilson that Committee recommend Council approve the following grant from the Community & Economic Development Fund:

- \$1,665 Jasper Artist's Guild.

FOR 4 Councillors      AGAINST 3 Councillors (Hall, Waxer, Kelleher-Empey)      CARRIED

Betkowski Scholarship Transfer #455/23      MOTION by Councillor Waxer that Committee recommend Council approve the transfer of the Betkowski Scholarship Fund to the Jasper Healthcare Foundation, subject to the completion of a Memorandum of Understanding outlining a commitment to administer the scholarships in accordance with the original funder's intention.

FOR 6 Councillors      AGAINST 0 Councillor      CARRIED

Councillor Melnyk's Zoom connection froze during the vote but he was able to return after the vote.

Business Licensing Fee Review      Committee received a report from Administration with Christine Nadon, Director of Protective & Legislative Services, reviewing the background, recommendations and alternatives for a Business Licensing Fee Review.

#456/23      MOTION by Mayor Ireland that Committee direct Administration to bring forward amendments to the Business Licensing Bylaw to increase the general business license fee to \$185 per year; and

That Committee refer the topic of a comprehensive review of the business licensing system to the 2024 Council strategic planning session for discussion.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

Transit Partner Contributions Update

Committee received an update from CAO Bill Given on the progress made in securing Transit Partner Contributions and the development of service agreements.

#457/23 MOTION by Councillor Wilson that Committee receive the report for information.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

#458/23 MOTION by Councillor Hall that Committee direct Administration to bring forward information about the cost of increasing transit levels of services to meet concerns expressed by residents to the 2024 budget discussions.

FOR	AGAINST	
4 Councillors	3 Councillors (Melnyk, Wilson, Kelleher-Empey)	CARRIED

Internet Access Solutions

Director of Community Development, Christopher Read presented the background, recommendations, and alternatives concerning internet access in the town site.

#459/23 MOTION by Mayor Ireland that Committee direct Administration to include a \$10,000 budget item for the purchase of 3 x laptops and 3 x SmartHub USB sticks in the proposed 2024 budget; and

That Committee direct Administration to become a partner organization to the 'Connecting Families Initiative' if doing so is within existing capacity and budget.

FOR	AGAINST	
7 Councillors	0 Councillor	CARRIED

External Dressing Rooms Update

Committee received a verbal update from Administration on the progress made working with Tourism Jasper for the upcoming hockey tournament season and the modular buildings being brought in to serve as change rooms during renovations to the Jasper Activity Centre and Arena.

Ice Plant Update

Committee requested an update from Administration regarding the new plant operations. Mr. Read shared details on two small leaks which took place over an eight day period. He also shared his thanks for the fire department and their response; and shared follow up actions taken with the contractor.

Motion Action List

Administration reviewed the Motion Action List.

#460/23

MOTION by Councillor Waxer that Committee approve the updated Motion Action List with the removal of the following items:

- Business License Review
- Public transit RFP Award
- Community-wide Internet Access

And date changes for the following items:

- Connaught Drive Crosswalks
- Bus Parking Zone
- Stop Sign at Intersection of Hazel and Geikie
- Active Transportation Feasibility Study
- Jasper Folk Music Festival 2023
- Child Care Advocacy

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Meeting Extension  
#461/23

MOTION by Councillor Melnyk at 2:33pm that Committee extend the October 24, 2023 Committee of the Whole meeting beyond four hours.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Councillor  
upcoming  
meetings

Mayor Ireland is scheduled to speak at the upcoming Alberta Foster & Kinship Association this Thursday and asked if anyone else was available. Councillor Hall said she would be able to attend.

Upcoming Events

Council reviewed a list of upcoming events.

In-camera  
#462/23

MOTION by Councillor Kelleher-Empy to move in-camera at 2:38pm to discuss added agenda item:

- 11.1 Intergovernmental matters, FOIP s. 21(1)

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Mr. Given also attended the in-camera session.

Move out of  
camera  
#463/23

MOTION by Mayor Ireland to move out of camera at 3:39pm.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Adjournment  
#464/23

MOTION by Councillor Hall that, there being no further business, the Committee of the Whole meeting of October 24, 2023 be adjourned at 3:39pm.

FOR

7 Councillors

AGAINST

0 Councillors

CARRIED

Municipality of Jasper  
**Organizational Meeting Minutes**  
Tuesday, October 24, 2023

Place: Jasper Library & Cultural Centre – Quorum Room

- Virtual viewing and participation Council attendance is in Council chambers at the Jasper Library and Cultural Centre. This meeting was also conducted virtually and available for public livestreaming through Zoom. Public viewing and participation during Council meetings is through both Zoom livestreaming and in-person attendance.
- Present Mayor Richard Ireland, Councillors Ralph Melnyk, Helen Kelleher-Empey, Rico Damota, Wendy Hall, Scott Wilson and Kathleen Waxer
- Also Present Bill Given, Chief Administrative Officer  
Christine Nadon, Director of Protective & Legislative Services  
Emma Acorn, Legislative Services Coordinator  
Bob Covey, The Jasper Local  
1 observer
- Call to Order Mayor Ireland called the meeting to order at 3:50pm.
- Approval of Agenda #465/23  
MOTION by Councillor Damota – BE IT RESOLVED THAT Council approve the agenda for the organizational meeting of October 24, 2023 as presented.
- |               |               |         |
|---------------|---------------|---------|
| FOR           | AGAINST       |         |
| 7 Councillors | 0 Councillors | CARRIED |
- Set date, time, place of regular council meetings motion #466/23  
MOTION by Councillor Wilson – BE IT RESOLVED that Council set the following dates, times and locations for the regular Council meetings for the 2024 year: The first and third Tuesday of each month at 1:30pm in the Quorum Room at the Jasper Library and Cultural Centre.
- |               |               |         |
|---------------|---------------|---------|
| FOR           | AGAINST       |         |
| 7 Councillors | 0 Councillors | CARRIED |
- Set date, time, place of Committee of the Whole meetings #467/23  
MOTION by Councillor Damota – BE IT RESOLVED that Council set the following dates, times and locations for committee of the whole meetings for the 2024 year: The second and fourth Tuesday of each month at 9:30 am in the Quorum Room at the Jasper Library and Cultural Centre.
- |               |               |         |
|---------------|---------------|---------|
| FOR           | AGAINST       |         |
| 7 Councillors | 0 Councillors | CARRIED |
- #468/23  
MOTION by Councillor Waxer – BE IT RESOLVED that Council adopt the 2024 Council meeting calendar as presented.
- |               |               |         |
|---------------|---------------|---------|
| FOR           | AGAINST       |         |
| 7 Councillors | 0 Councillors | CARRIED |

The 2024 Council calendar is attached to today's minutes and available on the municipal website.

Deputy Mayor and Alternate Deputy Mayor Schedule #469/23

MOTION by Councillor Wilson – BE IT RESOLVED THAT Council approve a Deputy Mayor and Alternate Deputy Mayor schedule rotating on two-month terms commencing November 1, 2023 as discussed.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

The full Deputy Mayor and Alternate Deputy Mayor schedule is attached as part of today's minutes and available on the municipal website.

List of committees & boards #470/23

MOTION by Councillor Kelleher-Empey – BE IT RESOLVED that Council approve the list and structure of committees and boards for 2023 – 2024 as presented.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Appointment to committees & boards #471/23

MOTION by Councillor Wilson – BE IT RESOLVED that Council appoint the following Councillors to the following committees and boards as presented.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

The full list of Council appointments is attached as part of today's minutes and is available on the Municipal website.

Strategic Priorities #472/23

MOTION by Councillor Melnyk – BE IT RESOLVED that Council confirm the Strategic Priorities for 2022-2026 term as presented.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

Adjournment #473/23

MOTION by Waxer – BE IT RESOLVED that, there being no further business, the organizational meeting of October 24, 2023 be adjourned at 4:15pm.

FOR	AGAINST	
7 Councillors	0 Councillors	CARRIED

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Administrative Officer



# Municipality of Jasper 2024 Council Meeting Calendar

Regular meetings are scheduled for 1:30pm and Committee meetings for 9:30am at the Jasper Library & Cultural Centre, downstairs, 500 Robson Street, Jasper, AB.

Regular Meeting
Statutory Holiday
Committee of the Whole
Special Meeting Dates

2024	JANUARY							FEBRUARY							MARCH						
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5	6					1	2	3						1	2
	7	8	9	10	11	12	13	4	5	6	7	8	9	10	3	4	5	6	7	8	9
	14	15	16	17	18	19	20	11	12	13	14	15	16	17	10	11	12	13	14	15	16
	21	22	23	24	25	26	27	18	19	20	21	22	23	24	17	18	19	20	21	22	23
	28	29	30	31				25	26	27	28	29			24	25	26	27	28	29	30
															31						
	APRIL							MAY							JUNE						
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4		6				1	2	3	4							1
	7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	
														30							
JULY							AUGUST							SEPTEMBER							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
	1	2	3	4	5	6					1	2	3	1	2	3	4	5	6	7	
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14	
14	15	16	17	18	19	20	11	12	13	14	15	16	17	15	16	17	18	19	20	21	
21	22	23	24	25	26	27	18	19	20	21	22	23	24	22	23	24	25	26	27	28	
28	29	30	31				25	26	27	28	29	30	31	29	30						
OCTOBER							NOVEMBER							DECEMBER							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
		1	2	3	4	5						1	2	1	2	3	4	5	6	7	
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					

- June 6-9 Federation of Canadian Municipalities Conference, Calgary, AB
- July 23 Summer break
- August 6 Summer break
- Sept 25-27 Alberta Municipalities Tradeshow & Convention, Red Deer, AB
- Oct 22 TBC: Committee of the Whole at 9:30am followed by Organizational meeting
- Nov 12 TBC: External Groups Budget Presentations
- Nov 19-20 TBC: Budget presentations
- Dec 13 TBC: Community Christmas Party
- Dec 24, Jan 2 Holiday break

Municipality of Jasper  
**Deputy and Alternate Deputy Mayor**  
November 2023 – October 2024



<b>Dates</b>	<b>Deputy Mayor</b>	<b>Alternate Deputy Mayor</b>
Nov. 1 – Dec. 31, 2023	Hall	Damota
Jan. 1 – Feb. 28, 2024	Wilson	Hall
March 1 – April 30, 2024	Melnyk	Wilson
May 1 – June 30, 2024	Waxer	Melnyk
July 1 – Aug. 31, 2024	Kelleher-Empey	Waxer
Sept. 1 – Oct. 31, 2024	Damota	Kelleher-Empey

**Council Appointments to Boards & Committees**

October 2023

**Council Boards and Committees**

Board or Committee Name	Appointed Councillor(s)	Alternate
Emergency Advisory	Ireland, Melnyk, Waxer	
Hospitality and Twinned Communities	Kelleher-Empey, Waxer, Melnyk	
Human Resources	Damota, Melnyk, Hall	
Jasper Municipal Library	Hall	
Legislative	Hall, Damota, Ireland	
Regional Assessment Review Board	Wilson	
Communities in Bloom – Includes UpLift! Mural Festival Advisory Board	Waxer	

**Community Conversations**

Community Conversation Name	Appointed Councillor(s)	Alternate
Early Childhood / School Age	Waxer	Kelleher-Empey
Adults	Wilson	Damota
Seniors	Ireland	Waxer

**Corporations**

Corporation Name	Appointed Councillor(s)	Alternate
Jasper Community Housing Corporation	Wilson (President), Damota	Melnyk, Hall

**External Boards and Committees**

Board or Committee Name	Appointed Councillor(s)	Alternate
Jasper Municipal Leasehold Assets Society	All	
Evergreens Foundation Board	Kelleher-Empey	
Jasper Partnership Initiative	Damota	Ireland
Jasper Yellowhead Museum and Archives	Melnyk	
TransCanada Yellowhead Highway Association	Kelleher-Empey	Wilson
Community Futures West Yellowhead	Damota, Melnyk	Hall
West Yellowhead Waste Management Authority	Wilson, Ireland	
Yellowhead Regional Library	Hall	Waxer
Rural Renewal Initiative Stream	Kelleher-Empey	
Jasper Community Team Society	Ireland	



## AGENDA ITEM 4.1

Date: October 23rd, 2023

Director of Legislative Services, Mayor and Council  
Municipality of Jasper

Attn: Ms. Christine Nadon, Mayor and Council  
Re: Snow removal signage – East end of Jasper

Hello Mr. Mayor, Council and Ms. Nadon,

I am reaching out from Forest Park Hotel to respectfully request some assistance with an ease of parking restrictions that were placed on Connaught Dr. from the Marmot Lodge to the East end of Jasper restricting parking in that area from November to March.

While we understand ease of snow removal with large machinery is integral to the operations team, we respectfully request some easement to the no parking signs from one side of the road.

I contacted the Operations team last Spring and do appreciate the removal of the sign directly in front of the hotel allowing for the 5 spaces at our main entrance however we do see additional vehicles on site during our Winter need period.

Over the last 20+ years we have consistently seen a reduction in snow in the townsite and feel the signage in this area was erected without proper consideration. If memory serves me correct snow was not removed in November, was only removed a few times over the winter season and nothing after mid-February.

This space is critical on holidays, weekends in the winter season, and for residents of this end of town where space is already at a minimum. Residents of Cavel Apartments use this area on a regular basis and when restricted these residents are taking up spots in the hotel lots which forces us to tow these vehicles.

We would be happy to assist in the smooth removal of snow from this East end of Jasper by placing no parking signs on the road as directed by the Municipal Operations Team. We have staff on site 24 hours per day that can place and remove signs in advance of and after a large snow event.

Many thanks for taking the time to review this request.

Kindest Regards,

*Nadine McIsaac*

NADINE MCISAAC - DIRECTOR OF OPERATIONS – JASPER LODGING WITH PURSUIT  
NMCISAAC@PURSUITCOLLECTION.COM  
MOBILE - 780-852-8679

## AGENDA ITEM 5.1

Municipality of Jasper

# Municipal Contribution Request Form



<b>Date:</b>		
<b>Submitted by:</b>		
<b>Name of Group:</b>		
<b>Fiscal Year:</b>		
<b>Total Amount Requested:</b>		
<b>Contact Information</b>	<b>Email:</b>	
	<b>Phone:</b>	
<b>Strategic Alignment</b>	Does your request align with Councils Strategic Priorities for their term? Explain which priority and how your project aligns. <a href="https://www.jasper-alberta.com/p/strategic-priorities">https://www.jasper-alberta.com/p/strategic-priorities</a>	
<b>Project Narrative:</b>	Help us understand what the group intends to do with any funds received from the Municipality.	

Did your group receive funding in the prior fiscal year?  Yes  
 No

If yes, how much was requested? \_\_\_\_\_

If yes, which year? \_\_\_\_\_

If yes, how much was approved? \_\_\_\_\_

221 Pembina Avenue  
Hinton, Alberta T7V 2B3



September 26, 2023

**Proposal for Municipal Funding 2024  
Submitted by Community Futures West Yellowhead  
Attn: Bill Given and Christopher Read, Municipality of Jasper**

Community Futures West Yellowhead (CFWY) is a non-profit organization, funded by PrairiesCan and is dedicated to building an economically diverse future for the communities of the West Yellowhead region. Serving the Municipality of Jasper, Jasper National Park, Towns of Hinton and Edson, the hamlet of Grande Cache and its surrounding cooperatives and enterprises in the Municipal District of Greenview and Yellowhead County, our programs for small businesses and entrepreneurs are designed to help people start, grow, expand, franchise, or sell their businesses. We offer business training and coaching, networking events and flexible business loans, both for existing businesses and for start ups.

Our core business programming includes initiatives geared towards all levels of society and abilities including youth, persons with disabilities, female entrepreneurs, and newcomers. All our educational workshops and programs contribute to growing jobs in our communities contributing to a diversified workforce and economy, facilitate growth in the business sector, support the culture of entrepreneurship within the West Yellowhead, and identify new economic opportunities. Building and investing in community development programs help to create a strong and diverse communities which attract and grow businesses to create sustainable communities.

The Community Futures program has not received a core funding increase from the Government of Canada for operations in approximately 17 years. Our core funding is stable and is used to offer our core services of business coaching, business training, business financing and community economic development. Our additional entrepreneurship activities are funded through grants, corporate donations and in the past year, by municipal contributions. CFWY is looking again for municipal support for the 2024/2025 fiscal year.

We respectfully request funding support for the 2024/2025 operating year, in the amount of \$10,000 from each of our participating municipalities. A breakdown is attached to this letter in Appendix 1. This funding in 2023/2024 enabled us to offer high quality programming in our region through successful training and coaching programs that enhanced our core services and a follow up on our municipal funding is attached in Appendix 2.

CFWY is available to work with the municipalities to ensure that we are available to come to council to discuss this proposal further at your convenience.

Sincerely, on behalf of the CFWY Board of Directors  
Nancy Robbins  
General Manager  
Community Futures West Yellowhead

cc. Tyler Olsen, Chair, CFWY Board of Directors  
Rico Damota, Interim IRC Chair, CFWY Board of Directors  
Ralph Melnyk, Director, CFWY Board of Directors

### **Appendix 1: Funding Request Allocations for 2024/2025**

<b>Programs and Initiatives</b>	<b>Amount Requested</b>
Lemonade Day 2024	\$1000
Leadership West Yellowhead 2.0 2024 and 2025 Cohorts	\$1000
Small Business Week 2024	\$1000
Entrepreneurship Events for Newcomers, Women, LGBTQ, and Indigenous Peoples	\$2000
Business Retention and Expansion Activities	\$5000

#### Lemonade Day 2024

Lemonade Day is a free, fun program where kids learn to run their own business. It is designed to give kids a complete business experience with a focus on goal setting, making, working, and completing a plan. Children also learn the importance of giving back to their community with the mindset of “spend some, save some and share some.”

#### Leadership West Yellowhead 2.0 2024 and 2025 Cohorts

Leadership West Yellowhead is a community leadership program offered by Community Futures West Yellowhead. It was previously offered through our organization from 2008 to 2012. This new edition of the program would run from January to June in fiscal years 2023/2024 and 2024/2025 and consists of three components: Learning Days, Community Action Projects, and Mentorship Program.

In late 2007, CFWY embarked on a pilot project, titled Leadership West Yellowhead. The objectives of the pilot project and the subsequent three-year continuation of the program were to determine an effective method of increasing community leadership capacity in the West Yellowhead, and to develop a community leadership program, the outcomes of which would significantly contribute to the ensuring the sustainability of our region. Re-introducing this program will strengthen our local businesses, non-profits, and municipalities by ensuring that participants see the cooperative role that leaders play in the success of our rural communities.

Highlights from the pilot project and three-year program include:

- Development of a high-quality community leadership program, founded on a strong curriculum that has been widely acclaimed by program participants and their employers
- Achievement of the Western Economic Diversification Minister’s Award for Innovation and Excellence in October 2008 at the Community Futures Alberta Symposium
- Recognition of the project’s outstanding merit at the Community Futures National Symposium in May 2009.
- 57 new leaders from diverse backgrounds and from all sectors in the West Yellowhead region who continue to work, live, and play in the West Yellowhead.
- Completion of 15 community action projects for non-profits in the West Yellowhead region.

The return of the Leadership West Yellowhead program is needed in our region. Our region is witnessing a more silent transition through demographics. Organizations are operating with a bare minimum number of volunteers, board members, and individuals who are willing and /or qualified to take guiding roles. This is also seen in our small difficult to fill or sit vacant, waiting for individuals to step forward. Members of our communities who have held such positions are suffering from burn-out (from years of fulfilling their commitments through a pandemic) or are retiring and leaving the community. A new generation of leaders must be cultivated to continue in these important and essential organizations. Increasing leadership potential is also an excellent retention tool for current employees and for business owners looking to increase organizational capacity in their businesses.

The ongoing sustainability of our communities is uncharted at this point. Skilled labour shortages, reduced cash flow (public, private, and household), empty retail locations, unprecedented number of businesses for sale, loss of professionals and shifts in the population are symptomatic of this transition. Left unaddressed, these influences could lead to a loss in the viability of our mainstream economic drivers as our communities are struggling to rebound after the pandemic.

#### Small Business Week 2024

CFWY is addressing the need to celebrate our small businesses during Small Business Week in 2023 with several activities in our region. These activities are to encourage an entrepreneurial spirit in our communities and to promote shopping local. Small Business Week 2024 is in late October 2024.

#### Entrepreneurship Events for Newcomers, Women, LGBTQ, and Indigenous Peoples

CFWY staff often offer special events featuring unrepresented demographics in entrepreneurship. These funds will support these activities and events in our region throughout 2024/2025.

#### Business Retention and Expansion Activities

Business Retention and Expansion is the foundation of business support and economic development in a community. A comprehensive Business Retention and Expansion (BRE) program provides data to create resources, training, tools to develop organizational and community capacity to better understand local economies.

CFWY enacts BRE practices through business walks in our communities. However, the time has come for us to be more proactive in designing our business walks to enable us to use information gathered to help decision makers in our partnering municipalities help local businesses remain competitive and continue to contribute to the local economy. We have many sources of data that is collectively gathered for our communities – the time has come for us to strategically put our data sources together into one comprehensive source to actively retain and expand our existing businesses who are still struggling the aftermath of the COVID-19 pandemic.

In each community, we plan to initiate a working group of stakeholders and partners to ensure we are meeting the needs of all groups such as the municipality to increase our business retention and expansion (BRE) activities in 2024/2025. Council members are welcome to join this committee as well if it is requested with a start date of April 2025.

## **Appendix 2: Funding Allocations for 2023/2024 – Activities and Updates**

### Lemonade Day 2023

Despite wildfires, state of emergencies, and flash flooding, somehow Lemonade Day 2023 was a success. This year was smaller given the conditions in the region, but we successfully had 39 entrepreneurs and 21 stands in the West Yellowhead selling lemonade. Jasper winners included:

- Best Entrepreneur – Sponsored by MOJ - “Silly Lemons”
- Best Tasting – Sponsored by Jasper Event Management – “Rocky Lemonade”
- Best Stand – Sponsored by SunDog Transportation & Tours – “The Big Squeeze”

CFWY raised \$11,000 in the West Yellowhead and we are committed to ensuring that there is no cost for youth and their families to participate in the event. Our team aims each year to find ways to ensure that the supplies for stands and lemonade is as low as possible for participating families. Thank you to Councillor Waxer and Councillor Damota for donating their time to help judge for both best tasting in advance and judging the stands while visiting the kids on June 17<sup>th</sup>.

### YETI 2023

Unfortunately, given the situation in the region in May and June of this year, we were unable to offer the YETI program in 2023. Our municipal contributions received for this program will be deferred until 2024 when we will re-launch the program under better circumstances.

### Small Business Continuity and Disaster Recovery Activities 2023/2024

CFWY leveraged municipal contributions for small business continuity and disaster recovery to apply for a Regional Opportunities Fund project with CF Pan West Network. In August 2023, CFWY was awarded a total project grant for \$157,500 for a project called “Small Business Continuity and Disaster Recovery Toolkits for Alberta CF Offices “. This project will run from September 1, 2023, to August 31, 2025, and will incorporate the following goals:

1. Educate CF staff, management, boards and partnering municipalities on disaster preparedness and recovery for businesses while developing train the trainer capacity in the province to prepare for the pre-disaster and post-disaster stages;
2. Prepare CF offices in Alberta to assist with disaster support and business continuity with relevant policies, health and safety considerations, as well as plans and toolkits to manage disaster internally; and
3. Create business continuity tools for both small businesses and non-profits that: (1) CF offices can use to support business before, during, and after disaster, and (2) will serve as tools to put on CF websites so that businesses and non-profits can access and use on their own.

We will update you in the next few months on some exciting opportunities for council and MOJ administration to participate in economic development and disaster recovery opportunities in the West Yellowhead. CFWY is proud to be a leader on disaster recovery and preparedness in the province and will be the lead on this project that includes 9 other CF offices in the province.

## Follow up Activities for Business Retention and Expansion Triage Results 2023/2024

CFWY continues to follow up on the priorities of the BRE Triage study completed in January 2023 with the following highlights:

- Face to face and one on one engagement from the triage report with “green flag” and “red flag” businesses is continuing as staff work with flagged businesses through coaching and training opportunities as they arise.
- Succession planning continues to be a noted request throughout the region and CFWY has continued to support several businesses through coaching and financing opportunities in the region with buying and selling properties.
- We are currently exploring a more expanded focus on succession planning for 2024/2025 through an economic development project with a partnered CF office in the south.
- Action items continue with the top regional priorities of (1) availability of skilled labour; (2) municipal property taxes; and (3) development / building permit process. While some of these issues are outside the scope of CFWY, it is our intention to support our partners with research and information to help work towards increasing understanding and tools for businesses to help with these top issues in the West Yellowhead.
- Also, in Jasper, we are supporting JEEC in their labour market survey and study for release in the fall of 2023.
- Jasper’s top issues are (1) availability of adequate housing; (2) development / building permit process and (3) municipal property taxes. These issues are outside the scope of CFWY, but we continue to monitor these issues and offer support to businesses with appropriate referrals on issues when needed.

CF West Yellowhead, in partnership with support from the Town of Edson, was awarded the Award of Excellence for Outstanding Multi-Community with a Population under 50,000 at the Business Retention and Expansion International Conference in June 2023 in Grande Prairie. This was for the unique methodology used in our 2022/2023 Triage project where we worked with the consultant to ensure that each community had individual results to work with as well as a regional report that enables us to understand the region’s issues as a whole.

A follow-up report will be available for each participating municipality on our follow up activities in February 2024.

## AGENDA ITEM 5.2

Municipality of Jasper

# Municipal Contribution Request Form



<b>Date:</b>	<b>November 1</b>	
<b>Submitted by:</b>	<b>Heidi Veluw</b>	
<b>Name of Group:</b>	<b>Jasper Employment and Education Centre</b>	
<b>Fiscal Year:</b>	<b>2023</b>	
<b>Total Amount Requested:</b>	<b>\$60 000</b>	
<b>Contact Information</b>	<b>Email:</b>	<b>heidi@jasperemployment.com</b>
	<b>Phone:</b>	<b>780-852-4418 ext.6</b>
<b>Strategic Alignment</b>	<p>Does your request align with Council's Strategic Priorities for their term? Explain which priority and how your project aligns.</p> <p>Leverage and Create Opportunities for Greater Inclusion:</p> <ul style="list-style-type: none"><li>● The RRP helps newcomers, including Temporary Foreign Workers (TFWs), integrate into the community, fostering greater inclusion.</li><li>● It provides support, information, and services that enable TFWs to understand Canadian workplace culture and their rights and responsibilities, thus helping them feel more included in the local community.</li></ul> <p>Recognize the Fundamental Importance of Our Tourism Economy:</p> <ul style="list-style-type: none"><li>● The RRP is designed to attract and retain newcomers, contributing to the local workforce.</li><li>● By supporting the RRP, the municipality helps address labor shortages in the tourism industry, acknowledging its importance in the local economy.</li></ul>	



	<p>Welcome the Expertise, Innovation, Creativity, and Commitment of Community Members, Groups, Associations, and Businesses:</p> <ul style="list-style-type: none"> <li>● JEEC actively engages with community members and businesses by supporting TFWs in navigating the path to permanent residency.</li> <li>● By endorsing candidates through the RRP, the center welcomes the expertise and commitment of newcomers, adding to the local talent pool and promoting innovation in the community.</li> </ul> <p>Contribute Our Voice to Support Community, Industry, and Partners in Their Advocacy Efforts:</p> <ul style="list-style-type: none"> <li>● JEEC's involvement with TFWs aligns with advocacy efforts to support the community's needs, such as addressing labor shortages, ensuring workforce stability, and fostering community growth.</li> <li>● By assisting TFWs with their integration and supporting pathways like the RRP, JEEC actively contributes to community and industry advocacy for a more diverse and skilled workforce.</li> </ul> <p>In summary, JEEC's Rural Renewal Program aligns with Jasper Municipality's strategic priorities by promoting inclusion, recognizing the importance of the tourism economy, engaging with community members and businesses, and supporting advocacy efforts to address community needs and workforce development. The program serves as a valuable tool in achieving these strategic goals.</p>
<p><b>Project Narrative:</b></p>	<p>Help us understand what the group intends to do with any funds received from the Municipality.</p> <p><b>Rationale for why the municipality of Jasper should fund the Jasper Employment and Education Center (JEEC) to run the Rural Renewal Program (RRP):</b></p> <p>JEEC supports nearly 50% of TFW's in Jasper based on an estimate of 600 TFW in Jasper this year.</p> <p><b>Supporting Economic Growth and Prosperity:</b> The Jasper Employment and Education Center (JEEC) is the only nonprofit organization in Alberta running the Rural Renewal Program (RRP). This sets Jasper apart and highlights the unique role JEEC plays in fostering community development. To continue operating the RRP, JEEC is requesting \$60,000 in funding exclusively for staffing. This investment is critical to the economic growth and prosperity of Jasper. The program's popularity and the high demand from employers in the community are clear indicators of its value. The program has already demonstrated its potential to</p>

attract talent and create opportunities, and with the requested funding, it can further enhance the economic well-being of the community. JEEC supports nearly 50% of TFW's in Jasper based on an estimate of 600 TFW in Jasper this year.

**Workplace Improvement:** One of the primary goals of JEEC's RRP program is to enhance workplace practices and build stronger relationships with employers. This, in turn, leads to better working conditions, higher job satisfaction, and improved productivity. By supporting JEEC in administering the program, the municipality is directly contributing to the development of an inclusive and progressive work environment in Jasper. This leads to better job opportunities and improved quality of life for its residents.

**Compliment our funding for TWF** - JEEC has a contract with Calgary Catholic Immigration Services that supports Temporary Foreign Workers (TFWs) . We estimate that we are working with 280 people who received our services navigating visas and coming to English classes. We facilitate their integration into the community, enhance their understanding of Canadian workplace culture, and acquaint them with their rights and responsibilities. Additionally, we provide guidance for TFWs to navigate permanent resident pathways like the Rural Renewal Program. These services have had a significant impact on the lives of TFWs. Despite our constraints in providing one-on-one support, we've received only positive feedback from them. Complementing our funding for TFWs would enable more individuals to access our services, ultimately encouraging a greater number of TFWs to extend their stay in Jasper.

**Community Recognition:** The Workplace Inclusion Charter introduced as part of the RRP provides an excellent model for community recognition. Jasper can leverage this charter to establish itself as a community of choice to work in. This kind of recognition can attract more businesses, workers, and investors to the area, further boosting economic growth and expanding the community's reputation.

**Addressing the Labor Market Needs:** JEEC, as the lead proponent for the RRP, has shown a solid understanding of the local labor market demands, job vacancies, and opportunities. By funding the organization to continue running the program, the municipality ensures that labor market needs are effectively addressed. This benefits not only employers and job seekers but the overall stability and growth of Jasper. Expanding funding for TFWs would demonstrate the Municipality's strong commitment to supporting migrant workers, making Jasper a more attractive employment destination.

**Stakeholder Engagement:** The program has already seen a high level of interest from various stakeholders, including workers, employers, and the government. By providing funding, the municipality signals its commitment to the well-being and future success of the community, which can have a positive impact on attracting more support from government sources and fostering stronger relationships with employers and workers.

**Long-Term Planning:** The Alberta Government is seeing a growing interest in the program for 2024 and a substantial demand in many rural communities across Alberta. By securing funding for the RRP, the municipality ensures long-term planning and sustainability of this program in Jasper. This continuity can lead to more predictable and stable economic development in the community.

The Alberta Government also indicated that they will be implementing and launching a visa program specifically for the tourism industry. Jasper needs to continue to be involved with Alberta immigration programs so that we can be at the forefront of supporting employers and employees who can take advantage of these programs.

In conclusion, funding the Jasper Employment and Education Center to run the RRP is a strategic investment in the economic growth, workplace improvement, and overall prosperity of Jasper. By supporting this program, the municipality can stimulate job creation, strengthen relationships with employers, and position Jasper as an attractive place to live and work. These benefits align with the municipality's goal of creating a vibrant and prosperous community, making it a sound and forward-thinking investment.

#### **Appendix 1 The Rural Renewal Stream**

<https://www.alberta.ca/aaip-rural-renewal-stream>

- 32 communities are designated in ALberta
- 840 spots open for 2023

The Rural Renewal Stream supports the attraction and retention of newcomers to rural Alberta through a community-driven approach that supports local economic development needs and contributes to the growth of the community. The Rural Renewal Stream empowers rural communities to recruit and retain foreign nationals to live, work and settle in their communities.

## Appendix 2 Jasper Stats - JEEC

Below is table of # of employers and candidates. JEEC would be able to support more employers and endorse more candidates if we had staff dedicated to the Rural Renewal Program.

Year	Employers	Candidates	Endorsed Candidates	Nominations processed
2023	12	30	16	2 but rest are in process
2024	21 and more	50	35	Increase # processed

### Uptake on the Program

- high interest in the program for 2024, we have an additional 9 employers on the list thus far, the existing 12 intend to re-apply. The committee will need to consider how many spots can actually be approved in our community per year as there is a high demand in many rural communities across Alberta for these slots, 30 may be too high.

### GOA Update on Program

The GOA is finally communicating with communities and is meeting monthly via zoom to provide info and answer questions.

GOA has advised as of yesterday that only 840 candidates will be endorsed in Alberta under the RRP for 2023 and they have far more applications received then they will be able to nominate this year, however, any applications received for this year if approved will go into next year's pool.

### Challenges of the Program:

- Time commitment on staff to administer program includes: answering inquiries for both employers and employees or potential candidates (in person, phone, email), information sessions on RRP for employers, for candidates, review of applications, visit to workplace to review/audit workplace inclusion charter commitments, of

	<p>candidate eligibility, issue and track letters of endorsement, track verification of candidates</p> <p><b>Other References</b></p> <p><a href="https://www.cbc.ca/news/canada/canada-record-population-growth-migration-1.6787428">https://www.cbc.ca/news/canada/canada-record-population-growth-migration-1.6787428</a></p> <p><a href="https://www.theglobeandmail.com/business/article-use-of-temporary-foreign-worker-program-soared-in-2022/">https://www.theglobeandmail.com/business/article-use-of-temporary-foreign-worker-program-soared-in-2022/</a></p>
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**Did your group receive funding in the prior fiscal year? No**



# RURAL RENEWAL PROGRAM

- Approved in Sept 2022
- Steering Committee developed Framework
- Workplace Inclusion Charter (WIC) embedded into Framework
- Application to Program open to employers in January 2023
- 12 employers approved
- 30 PR slots open
- # Letter of Endorsements issued
- High demand for access to program



# Supporting Economic Growth and Prosperity:

## The Rural Renewal Stream

Supports the attraction and retention of newcomers to rural Alberta through a community-driven approach that supports local economic development needs

Empowers rural communities to recruit and retain foreign nationals to live, work and settle in their communities.

- 32 communities are designated in Alberta
- 840 spots open for 2023

JEEC is the only nonprofit organization in Alberta running the Rural Renewal Program. We are

requesting \$60,000 in funding exclusively for staffing





## How the Jasper Employment and Education Center's Rural Renewal Program (RRP) aligns with the strategic priorities of Jasper Municipality

### Leverage and Create Opportunities for Greater Inclusion:

- The RRP helps newcomers, including Temporary Foreign Workers (TFWs), integrate into the community, fostering greater inclusion.
- It provides support, information, and services that enable TFWs to understand Canadian workplace culture and their rights and responsibilities, thus helping them feel more included in the local community.



## **Recognize the Fundamental Importance of Our Tourism Economy:**

- The RRP is designed to attract and retain newcomers, contributing to the local workforce.
- By supporting the RRP, the municipality helps address labor shortages in the tourism industry, acknowledging its importance in the local economy.



## **Welcome the Expertise, Innovation, Creativity, and Commitment of Community Members, Groups, Associations, and Businesses:**

- JEEC actively engages with community members and businesses by supporting TFWs in navigating the path to permanent residency.
- By endorsing candidates through the RRP, the Jasper Community welcomes the expertise and commitment of newcomers, adding to the local talent pool and promoting innovation in the community.



## **How the Jasper Employment and Education Center's (JEEC) Rural Renewal Program (RRP) aligns with the strategic priorities of Jasper Municipality:**

- Promoting inclusion, recognizing the importance of the tourism economy,
- Engaging with community members and businesses, supporting advocacy efforts to address community needs and workforce development.
- The program serves as a valuable tool in achieving these strategic goals.



## Compliment our funding for Temporary Foreign Workers

- We are working with 280 people who received our services navigating visas and coming to English classes. We facilitate their integration into the community, enhance their understanding of Canadian workplace culture, and acquaint them with their rights and responsibilities.
- We provide guidance for TFWs to navigate permanent resident pathways like the Rural Renewal Program. These services have had a significant impact on the lives of TFWs. Complementing our funding for TFWs would enable more individuals to access our services.



## **Addressing the Labor Market Needs**

JEEC, as the lead proponent for the RRP, has shown a solid understanding of the local labor market demands, job vacancies, and opportunities.

By funding the organization to continue running the program, the municipality ensures that labor market needs are effectively addressed. This benefits not only employers and job seekers but the overall stability and growth of Jasper.

Expanding funding for TFWs would demonstrate the Municipality's strong commitment to supporting migrant workers, making Jasper a more attractive employment destination.



# Stakeholder Engagement

The program has already seen a high level of interest from various stakeholders, including workers, employers, and the government.

By providing funding, the municipality signals its commitment to the well-being and future success of the community, which can have a positive impact on attracting more support from government sources and fostering stronger relationships with employers and workers.



## **Alberta Government - Long-Term Planning:**

The Alberta Government is seeing a growing interest in the program for 2024 and a substantial demand in many rural communities across Alberta. By securing funding for the RRP, the municipality ensures long-term planning and sustainability of this program in Jasper. This continuity can lead to more predictable and stable economic development in the community.

The Alberta Government also indicated that they will be implementing and launching a visa program specifically for the tourism industry.

Jasper needs to continue to be involved with Alberta immigration programs so that we can be at the forefront of supporting employers and employees who can take advantage of these programs.





# Jasper Stats -

## # of Applications in Process

Year	Employers	Candidates	Endorsed Candidates	Nominations processed
2023	12	30	16	2 but rest are in process
2024	21 and more	50	35	



**In conclusion**, funding the Jasper Employment and Education Center to run the RRP is a strategic investment in the economic growth, workplace improvement, and overall prosperity of Jasper. By supporting this program, the municipality can stimulate job creation, strengthen relationships with employers, and position Jasper as an attractive place to live and work. These benefits align with the municipality's goal of creating a vibrant and prosperous community, making it a sound and forward-thinking investment.



# Temporary Foreign Worker Supports

From pilot to established program



## **Clients Served**

Unique Visits 183

Total Visits 284

39 Community Events 248 Participants

## **Information Sessions**

27 Sessions. 133 Attendees

## **Classes Offered:**

- English (All levels)
- ESL & Hiking
- Conversation Café
- Income Tax



**From:** [jeffrey.wilson](mailto:jeffrey.wilson@mun.ca)  
**To:** [Municipality of Jasper](mailto:jeffrey.wilson@mun.ca);  
**Subject:** Men's Shed

## AGENDA ITEM 5.3

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Mayor and Council,

Thank you for hearing us.

Men's Shed is an organization that started in Australia in the early '90's to help combat senior men's health issues, primarily depression and loneliness. It has been found that " men don't talk face to face, they talk shoulder to shoulder". It's for men to gather and through comradery and projects, share information about community and health. It has grown, worldwide to include people of all ages.

In Dec. 2022 Men's Shed Canada became a Federally incorporated association as a "Not for Profit ". Currently there are 75 Sheds in Canada ,16 of which are in Alberta.

Worldwide, individual Sheds have their own unique aims and focuses that include Work, Education, Recreation, and Community. Our objectives include community involvement through philanthropic projects, mentorship, socialization and inclusion.

We are asking council for financial support with rent for workshop space, utilities and materials. Our community projects could range from building sets for the school drama classes to home repairs for seniors that have neither the energy nor financial resources to do them.

There is a wealth of knowledge in our community that spans from building to backcountry and biking to baking. We hope to engage and share that knowledge with others in the community.

Thank you,

Jeff Wilson.  
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## AGENDA ITEM 5.4



**SUBJECT:** Request for the Municipality of Jasper's Endorsement of the Jasper Destination Stewardship Plan

Dear Mayor & Council,

I am writing on behalf of Tourism Jasper to formally request the Municipality of Jasper's endorsement of the Jasper Destination Stewardship Plan (see attached). This collaborative effort between Tourism Jasper, the Municipality of Jasper, Parks Canada, local partners, and industry stakeholders is essential for the future of Jasper as a special place to live and visit.

With financial assistance from the Municipality of Jasper, the Jasper Destination Stewardship Plan was developed by MMGY NextFactor, a leading consulting firm in travel and tourism, through extensive research, stakeholder consultation, and public engagement. Throughout the process, over 800 residents were engaged to ensure their perspectives shaped the plan's foundation. From the engagement process, five strategic goals were developed that encompass 54 actionable initiatives to guide Jasper toward greater vibrancy, resilience, and authenticity.

Mayor Richard Ireland, in conjunction with other members of the Steering Committee, has been actively engaged since the plan's inception and has played a pivotal role bringing the plan to fruition. Recognizing that the implementation of the plan's initiatives demands a unified effort, Tourism Jasper is committed to continually collaborating with the Municipality of Jasper, Parks Canada, local organizations, industry partners, and engaged residents over the next decade.

Moving forward, we ask that the Municipality of Jasper formally endorse the Jasper Destination Stewardship Plan and direct administration to actively participate in its implementation. The Municipality of Jasper's involvement in discussions and cooperative efforts with Tourism Jasper and other partners will be instrumental in driving the success of these initiatives, shaping the future of the visitor economy, and enhancing the overall well-being of the community.

Thank you for your time and consideration.

Respectfully,

James Jackson

President & CEO  
Tourism Jasper



# JASPER DESTINATION STEWARDSHIP PLAN

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## LAND ACKNOWLEDGEMENT

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We respectfully acknowledge that Jasper National Park is on Treaty 6 and 8 Territories as well as Métis Region 4. This land is the traditional territory, meeting ground, gathering place, travelling route and home for the Dane-zaa (Beaver), Nêhiyawak (Cree), Anishinaabe (Ojibway), Secwépemc (Shuswap), Stoney Nakoda and Métis Nations.

# PURPOSE STATEMENT

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The purpose of the Jasper Destination Stewardship Plan is to optimize the visitor economy to best steward the collective future of Jasper and Jasper National Park. That requires the public, private, and civic sectors to work together as effectively as possible to achieve a shared long-term vision of a unified community.

At its heart, this plan is a 10-year roadmap that outlines initiatives that both protects the authenticity of Jasper and future-proofs the region's visitor economy, which fuels the majority of all economic activity and employment opportunities.

The intended outcome of this plan is the community's shared success. For Jasper to be vibrant, resilient, regenerative, and authentically Jasper in the coming decades, the community must be aligned. United as one, Jasperites can define and create the future they want.

This plan lights the way forward.





# CONTEXT

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The idea for this plan was conceptualized in the heart of COVID-19 when Jasper residents and businesses were trying to stay afloat as the community's economic lifeblood was put on pause. This period offered a moment of reflection and a window of opportunity for transforming how we do things here in Jasper. **With a renewed focus on nurturing the visitor economy's supply side, the notion of a Destination Stewardship Plan was formed.**

To create this plan, the community identified local opportunities, challenges, and ways forward to make Jasper and Jasper National Park, as a tourism destination, more vibrant, resilient, regenerative, and authentically Jasper. Through collaboration with Parks Canada and the Municipality of Jasper, led by MMGY NextFactor and Tourism Jasper, this plan was developed to chart a roadmap for the future based on that collective community vision. **This plan should be used as a guiding document to catalyze action and inform the future visitor economy. The plan and approach to implementation are not static and are intended to evolve and remain fluid as local priorities and circumstances change.**

This plan's implementation is unique in that it is not owned by one group and is instead facilitated by Tourism Jasper in partnership with Parks Canada and the Municipality of Jasper. Recognizing that each organization has their own autonomy and priorities related to the day-to-day functioning of the park and community, we will collaborate to implement the recommended initiatives, while respecting each partner's strategic objectives and circumstances. **As partners, we will strive to work together and realize a mutually beneficial future for the destination.**



# WHAT DO WE MEAN BY...

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## **Community:**

"Community" refers to an interconnected group of people that share values, cultures, passions, and/or living areas. It's vital to acknowledge that communities are dynamic and as new members join the Jasper community, the shared values, cultures, passions, and living areas will naturally transform over time.

## **Jasper:**

The term "Jasper" refers primarily to the people, businesses, and infrastructure located within the town borders of the municipality. However, this term can also apply more broadly when framing the wider and surrounding region as an international tourism destination.

## **Jasper National Park:**

The terms "Jasper National Park" or "the park" refer to the natural and cultural systems that characterize the 11,228 km<sup>2</sup> protected area and are central to the community of Jasper, visited by millions of people every year, and managed by Parks Canada.

## **Regenerative:**

"Regenerative" refers to a form of tourism that positively impacts the local community, economy, and environment, giving back more than it takes.

## **Stewardship:**

"Stewardship" refers to a shared responsibility and obligation to protect something. In the context of this plan, it relates to holistically taking care of the environmental, sociocultural, economic, and governance systems that make Jasper authentic.

## **Sustainable:**

"Sustainability" itself does not have an unanimously accepted definition, but in the context of this plan, we refer to the term "sustainable" as a form of tourism that appropriately balances the environmental, economic, and sociocultural aspects of tourism development for current and future generations.

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# WELCOME

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**National parks in Canada were developed to protect and present natural and cultural heritage for the benefit and enjoyment of current and future generations. Their original purpose was to foster public understanding, appreciation, and enjoyment of the environment and inspire all visitors to be better stewards of the natural world.**

The connection of visitors with the natural and cultural heritage of Jasper National Park is central to the community, as the visitor economy comprises more than 80% of all economic activity and is why many people live in the park. However, the relationship between visitors, residents, and the park itself is more complex than ever and, in the past decades, there has not always been alignment in managing the region's visitor economy.

The Destination Stewardship Plan is designed to address that misalignment. It is a 10-year unified roadmap with strategies to develop a more predictable, prosperous, and regenerative year-round visitor economy that provides equitable benefits for everyone in the community. This plan recognizes the importance of measuring success through stewardship values and metrics instead of infinitely increasing visitor volumes. Ultimately, the future of the visitor economy must align with community values and Parks Canada's mandate.

The overarching purpose of this plan is to optimize the visitor economy to best steward the collective future of Jasper as a community and tourism destination. That requires the public, private, and civic sectors to work together to achieve a shared long-term vision of a unified community. The Municipality of Jasper, Parks Canada, Tourism Jasper, the local visitor industry, non-profit community organizations, and residents from all walks of life must collaborate more intentionally and effectively to implement the strategic initiatives of this plan successfully.

Tourism Jasper led the development of this project in collaboration with the Municipality of Jasper and Parks Canada. Yet, as partners, we collectively recognize that a plan like this is only as good as the execution that follows it. That's why everything in it is based on input from the community. People from all segments of Jasper's community said the plan's strategies and intended outcomes are important to them. Therefore, the anticipation is that a broad cross-section of residents and local organizations will be motivated to own a piece of this plan and collaboratively act on what they prioritize.

We also recognize that instilling stewardship values throughout the destination cannot happen without the leadership, involvement, and support of Indigenous Peoples, who were the primary inhabitants and caretakers of the lands found in Jasper National Park since time immemorial, predating the park's establishment. Thus, their profound understanding of the land's intricacies and lasting traditions must guide us. Together, we aim to learn from their knowledge, while consistently recognizing and upholding their crucial stewardship role, culture, and traditions as we move forward together towards reconciliation.



# STEERING COMMITTEE

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The Steering Committee for the Jasper Destination Stewardship Plan provided critical guidance and support throughout the project. The MMGY NextFactor project team is grateful for the Committee members' thoughtful leadership, inclusive perspective, collaborative spirit, and invaluable contributions to develop the final framework of strategic goals and actionable initiatives.

## **Mayor Richard Ireland**

Municipality of Jasper

## **Bill Given**

Chief Administrative Officer  
Municipality of Jasper

## **Jenna McGrath**

Owner & Operator  
Jasper Wellness

## **James Jackson**

President & CEO  
Tourism Jasper

## **Alan Fehr**

Jasper National Park Superintendent  
Parks Canada

## **Stuart Back**

Chief Operating Officer  
Pursuit Banff Jasper Collection

## **Noella Bossio**

Owner & Operator  
Barefoot in the Park

## **Tyler Riopel**

Director of Destination Development  
Tourism Jasper



## **Greg Oates**

Senior Vice President,  
Innovation

## **Paul Ouimet**

President & CEO

## **Cassandra McAuley**

Senior Vice President,  
Destination Stewardship

## **Jé-Vonna Sampson**

Director,  
Destination Planning

## **Teresa Allan**

Project Manager

# COMMUNITY ENGAGEMENT

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**Every strategy and initiative in the Jasper Destination Stewardship Plan was developed based on input from community members. In 2022, more than 800 locals participated in a diverse range of community engagement formats to help co-create the future of how people live and work in the park, and how they welcome visitors.**

Throughout the process, community members were asked: 1) where they see the greatest opportunities for enhancing the visitor economy and local quality of life in the next 10 years; 2) where they see the biggest long-term challenges for the community; and 3) how they can collaborate more effectively to achieve the goals of the community.

## **COMMUNITY ENGAGEMENT SESSIONS INCLUDED:**

- The Jasper Destination Stewardship Plan Steering Committee
- Focus groups with industry and community stakeholders
- Individual interviews with industry and community stakeholders
- Public visioning workshop for residents and stakeholders
- Resident sentiment survey
- Tourism Jasper staff



# RESIDENT SENTIMENT SURVEY

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**The process to develop the Jasper Destination Stewardship Plan included fielding a resident sentiment survey in 2022 to identify general attitudes about living in Jasper and the visitor economy's impact on local quality of life.**

The survey was open to all Jasper residents to ensure everyone could contribute to the development of this plan. A sample of the survey questions included:

- What do residents think of Jasper as a place to live and work?
- What are the most important attributes of a resident's quality of life?
- How do residents view the visitor industry and its impact on their community?

A total of 723 Jasper residents participated in the survey. The following is a sample of the results:

- Residents ranked local quality of life in Jasper an average of 7.9 out of 10
- In terms of how eager residents are willing to recommend Jasper as a place to visit, the average of responses was 8.8 out of 10
- 67% of respondents were 49 years of age or younger
- 61% of respondents were female
- 29% of respondents have children under 18 years of age
- 53% of respondents have annual household incomes less than \$100,000
- 23% of respondents have annual household incomes between \$100,000-\$150,000



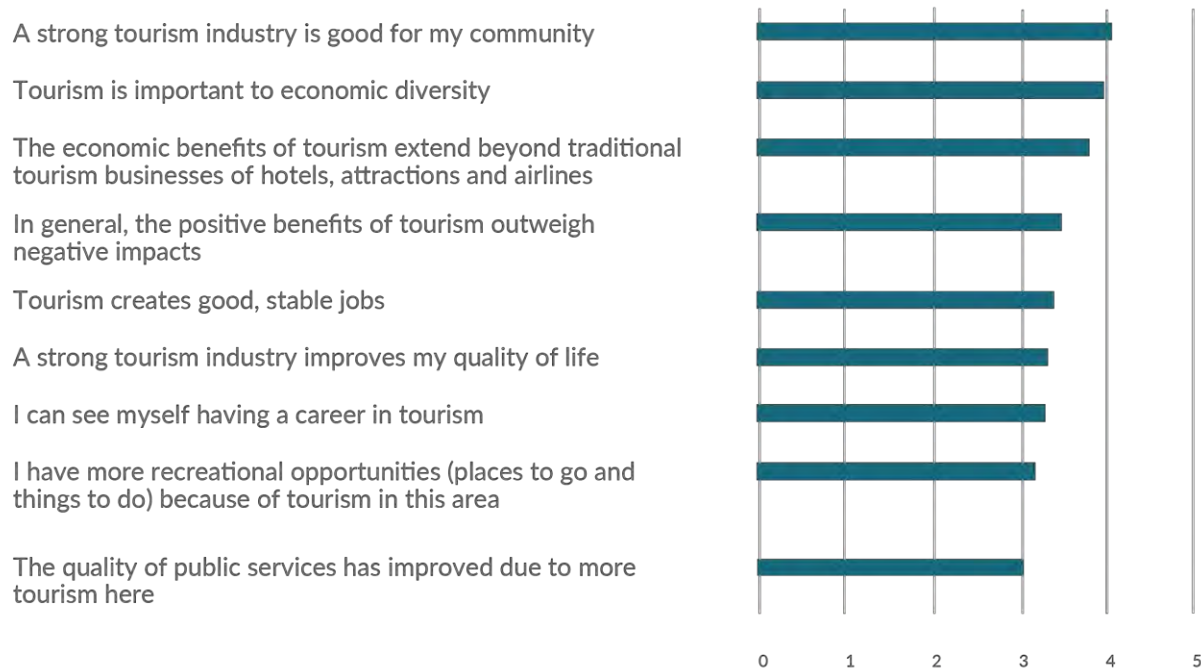


# RESIDENT SENTIMENT SURVEY

In terms of the positive benefits of tourism in Jasper, most of the respondents agreed that a strong tourism industry is good for the community and promotes economic diversity. The respondents were inclined toward agreeing that the economic benefits of tourism extend beyond traditional tourism businesses, and the positive benefits of tourism outweigh the negative impacts.

## SURVEY QUESTION:

**“Rank the following benefits of tourism in Jasper on a 5-point scale, with ‘5’ being the highest possible benefit.”**



# RESIDENT SENTIMENT SURVEY

Residents were also asked about the challenges they believe exist in their community due to the impacts of the visitor economy. The top challenges indicated were the availability of affordable housing and a rise in living costs. They also identified traffic congestion and threats to the natural environment as other concerns.

## SURVEY QUESTION:

**“Indicate what you see as being the downsides of tourism in your community on a 5-point scale, with ‘5’ being the most significant possible downside.”**



# WHAT WE HEARD - 11 KEY TAKEAWAYS

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**From the community engagement process, key themes emerged that represent the voices of visitor economy stakeholders, local community organizations, and a wide range of residents.**

These themes were distilled into the 11 key takeaways presented on the following pages that were used to inform the development of the objectives rooted in this plan.

While these takeaways represent the perception of groups identified above, they may not align in some cases with the strategic direction and priorities of Parks Canada, the Municipality of Jasper, and Tourism Jasper. **However, as transparency is vital in a long-term process like a Destination Stewardship Plan, it is important to showcase what we heard and how the plan is formed from diverse community voices.**



# WHAT WE HEARD - 11 KEY TAKEAWAYS

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## 1 | KEEP IT REAL

- Jasper residents are quick to point out that their home is unlike many other Rocky Mountain communities that have a significant visitor economy. Locals define that special quality in various ways, but many said it's about how: "Jasper is a place where you can breathe."
- Jasper has not developed as quickly as other mountain resort destinations in North America due to its relative isolation. Therefore, as a tourism destination, Jasper can benefit from modern best practices globally in the last decade related to sustainable development, improving quality of life for residents, and retaining the community's authentic character.

## 2 | YEAR-ROUND ECONOMY

- A more robust and consistent year-round economy greatly benefits Jasper residents and local businesses. This is one of the most consistent goals emphasized by the community.
- Greater year-round vibrancy in the Jasper townsite is a high priority for residents, and it is key for attracting high-value visitors and increasing repeat visitation. Stakeholders expressed that the high-value visitor is the repeat visitor who builds a lifelong relationship with the community and likes to visit during various times of the year, especially outside of the peak summer season.

- Locally, industry stakeholders said their strategy for developing a more even year-round visitor industry is defined as: more revenue yield in summer (not visitation); more visitation in winter; and more of a mix of both in spring and fall.

## 3 | AIR ACCESS

- There was significant consensus among industry stakeholders that establishing commercial airport access near Jasper increases more consistent year-round revenue opportunities for local businesses.
- Additional feedback emphasized that nearby air access expands the pool of high-value repeat visitors from more source markets. It also improves the quality of life and opportunities for residents to connect with the world outside Jasper.
- Consideration should be given to aligning with industry and government to develop airport infrastructure that is within an hour of Jasper.

# WHAT WE HEARD - 11 KEY TAKEAWAYS

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## 4 | IN-PARK MOBILITY

- Unanimously, residents agree that a higher volume, quality, and diversity of mobility/transportation options within Jasper National Park (including e-mobility) will improve local quality of life and increase small business development opportunities.
- It was stated that the town and trail network could be expanded and enhanced to better connect the townsite with the rest of Jasper National Park, get more people out of cars, and contribute to a healthier community.
- Improved bike infrastructure within the park and town, as well as between Jasper, Hinton, and Lake Louise was indicated as a tactic to help develop new visitor segments, as well as enhance Jasper as a destination for high-value biking, active travel, and health/wellbeing visitor segments.

*“The perceived isolation of Jasper is both endearing and incredibly challenging. We need to make it easier to live and work here while keeping what makes Jasper special.”*

– Jasper Resident



# WHAT WE HEARD - 11 KEY TAKEAWAYS

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## 5 | JASPER TOWNSITE

- Jasper residents stated that they value how the townsite has not been over-commercialized with corporate chain brands, but greater investment is required to address the town's underappreciated appearance. They suggested that the aging infrastructure and lack of updates to the building stock make the town look somewhat economically depressed to first time visitors. One resident said, "The town's appearance makes it look like we don't respect it."
- Many residents stated that they have seen how other mountain communities have beautified and reinvested in their town centers with various placemaking strategies. The public sentiment is that Jasper can learn from other communities in this regard.
- Public and private sector stakeholders said that numerous streets in the townsite are well designed for more human activity and socializing. They suggested that expanding patios and closing specific streets for regularly scheduled events could potentially increase pedestrian traffic, small business revenues, and overall community vibrancy.
- Residents suggested that Hinton and the surrounding area can be developed to increase workforce housing, address labour shortages, and add another layer to enhance Jasper's broader regional visitor experience and cultural setting.

## 6 | HOUSING

- There is consensus among stakeholders and residents that a more diversified and denser inventory of housing that benefits the vast majority of residents and business owners is essential. More housing also improves hospitality service culture, local mental and emotional health, and Jasper's competitiveness in the North American travel and tourism marketplace.
- The Municipality of Jasper has stated that it wishes to increase housing inventory, including providing public support for innovative solutions. Also, increasing affordable housing inventory supports greater equity, diversity, and inclusion in Jasper.
- Many stakeholders argue that better data is required to make informed decisions and build consensus around long-term strategies for determining and implementing smart housing solutions.
- Residents stated that regulations should be refined to manage and steward short-term rentals more effectively and transparently. More diligence is required to ensure regulations and control measures are still adequate.

## WHAT WE HEARD - 11 KEY TAKEAWAYS

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### 7 | WORKFORCE DEVELOPMENT

- There is widespread agreement that improving workforce development to address labour shortages requires alignment of numerous strategies that address systemic issues, which is critical for Jasper's future. Local business owners state that this challenge is only going to get worse without the required attention.
- Parents in Jasper emphasized that the most important thing for Jasper's future is ensuring their kids and other young people can afford to live in the park. They said that not having that youthful energy and family spirit diminishes the community identity that residents cherish.

*"Prosperity needs to happen for everyone. Workers need to make a living wage and be able to afford to live here. That affects our quality of life. Tourism can contribute to providing a living wage and year-round opportunities to make workers feel like they're part of the community."*

*– Jasper Resident*



# WHAT WE HEARD - 11 KEY TAKEAWAYS

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## 8 | PRODUCT DEVELOPMENT

- Diversifying the types of indoor and outdoor experiences available in Jasper year-round makes the park a more interesting destination for both residents and visitors. Residents are asking for more culinary, cultural, and wellness offerings that are weather resilient and more affordable for everyone. Jasper is also uniquely positioned to continue to offer and expand winter nature-based activities.
- Special events, such as the Jasper Dark Sky Festival, have been proven to drive visitor volumes during shoulder and winter seasons, and local business owners suggested that those types of events should be expanded. Residents stated there is an opportunity to develop many different types of themed local events, which also capitalize on visitor segments looking to escape the high-season crowds.
- One resident interviewed for this plan stated that, "Jasper feels somewhat like a time capsule." However, many residents explained that the visitor industry is slowly reinvesting in dated products to drive higher revenues long-term.
- There is community support for new hotel properties and alternative types of visitor accommodations (e.g., glamping), as long as they are developed responsibly within commercial limits, and if there is available workforce to service them.

## 9 | GOVERNANCE & POLICY

- Parks Canada and the Municipality of Jasper are committed to reviewing and updating Jasper's land use planning and development authorities
- People familiar with strategies for modernizing land use policy in Jasper said that it is a critical conversation to help support the future needs of Jasper and its residents, especially related to housing and small business development.
- To support the visitor economy more effectively, the Municipality of Jasper, in unison with the Towns of Canmore and Banff, state they will continue to lobby the provincial government to achieve tourism-based community status.

## 10 | SUSTAINABILITY

- A more sophisticated data-driven approach to environmentally sustainable tourism products and services that protects the natural ecosystem, fosters greater collaboration between local and regional agencies, and builds stronger community stewardship, is needed in Jasper.
- Jasper residents explained that there are many different agencies across Alberta that can collaborate and share resources more intentionally to develop a sustainable tourism strategic framework for Jasper and Jasper National Park.



## WHAT WE HEARD - 11 KEY TAKEAWAYS

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- Industry leaders stated it is critical to engage a 3rd party organization to establish measurable benchmarks for improving the sustainability of tourism products and services.
- Jasper's ski product has a higher elevation than many other ski resorts, which makes it more resilient to climate change. Ski industry leaders suggested that could be an increasing differentiator for Jasper in the long-term.

### 11 | EQUITY & INCLUSIVITY

- Residents emphasized they can learn much from Indigenous people. They said the visitor industry should prioritize learning about Jasper's Indigenous history and strive to develop relationships directly with Indigenous communities, especially those represented in the Jasper Indigenous Forum.
- A greater focus on accessibility for people of diverse abilities is needed to ensure that everyone can enjoy visiting and living in Jasper more productively.
- Repeatedly, residents brought up that local mental and emotional health is increasingly becoming a more widespread challenge in Jasper, like in many mountain resort destinations, which needs to be addressed accordingly.
- Social equity is a key priority for the public sector, as well as many industry stakeholders. Representatives from the Municipality of Jasper and Parks Canada stressed that the needs of all residents, regardless of their income, ethnicity, gender, abilities and/or lifestyle, must be a priority for developing a visitor economy that respects and supports everyone.



# VALUES-ALIGNED VISITOR LOYALTY

JASPER DESTINATION  
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## VALUES-ALIGNED VISITOR LOYALTY

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The 11 key takeaways show that the community of Jasper cares about their values, the destination, and who is coming to visit. **A large component of the realization of this plan will be to attract the right type of visitors to Jasper that align with those values and the community's collective vision.**

Currently, destinations worldwide are trying to update how they define the “high-value visitor,” who has traditionally been characterized as a high-income traveller. That definition has since evolved to include people who embrace local culture and customs, visit outside peak travel season, stay in destination longer, explore beyond the main attractions, and travel more sustainably. All these behaviours benefit the community, but they are only parts of a bigger strategic direction.

The high-value visitor should be defined by what every other industry values most in their customers — loyalty. As such, the high-value visitor is one that shares values, gives back to the community, repeats their visitation, and is loyal to place. People who return to a specific destination consistently do not do so because they want to feel like a tourist; they do so because they want to feel like they are part of a community. They identify with the local values of people who live there, are conscious of their impact and influence in the community, and want to support local, independently owned businesses. For them, it is not just about visiting a destination, it is also about feeling part of the community's unique vibe that aligns with their own identity. **As such, we are redefining the high-value visitor as the “values-aligned visitor”.**



# VALUES-ALIGNED VISITOR LOYALTY

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**Four things need to happen in Jasper to effectively connect with the values-aligned visitor.**

## 1 | IMPROVE ACCESS TO THE PARK

It is a challenge to return to Jasper on a regular basis when it takes 4+ hours to drive from Edmonton and 5+ hours from Calgary. Approaching access issues from a multi-modal perspective will be key to providing visitors with options. Opening regional air access for commercial aviation, increasing inbound transit services, and enhancing cycling networks expands the pool of repeat visitors from national and international source markets, as well as increases the likelihood of visitors to recommend Jasper. The Alberta Government is supportive of the strategy to commercialize Jasper-Hinton Airport, and there's broad support amongst the community.

## 2 | INVIGORATE THE TOWN

Presently, Jasper residents state the town feels old, tired, ignored, and disrespected. Instead, it should be a celebration of local culture and values. Because repeat visitors feel like they are part of the community, the town plays a key role in connecting them with the local community spirit. Placemaking strategies include expanding patios/sidewalks, year-round events, public art, streetscape beautification, wayfinding, temporary street closures, pop-up activations, and alternative mobility options (i.e., trolleys, e-bikes, bike sharing). The latter is key as research shows that getting people out of vehicles drives incremental sales in local businesses.

## 3 | LOOK BEYOND "EXPERIENTIAL" TRAVELLERS

One of the macro trends in travel for decades has been the rise of experiential tourism, where people are more active. However, there is a large cohort of high-value visitors of all ages who travel to Jasper for the great outdoors, but that does not mean they want to fully immerse themselves in it physically. For them, the mountains are a wonder to behold and an escape from city life, but the scenery is just that — a backdrop. These passive visitors often spend well and prefer to visit during slower months when crowds are fewer and local businesses need the revenue most, making them a key target visitor segment.

## 4 | IT HAS TO BE ABOUT ALIGNING VALUES

Visitors come to Jasper for a variety of reasons. They might visit Jasper once to explore a new mountain destination and tick a box but inspiring them to return has to be about aligning their values with those of the community. Storytelling about Jasper should communicate how local people are transforming the ways they live, work and play, and how visitors can plug into that. This strategy is commonly called "values-based marketing". The goal is not just to promote the destination and experiences, which are often viewed as somewhat commoditized. Rather, the goal is to promote the people behind the experiences and communicate their values about how and why they do what they do.



# JASPER 5P STRATEGY MATRIX

JASPER DESTINATION  
STEWARDSHIP PLAN **20**  
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# JASPER 5P STRATEGY MATRIX

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The year of broad community engagement in 2022 to develop the Jasper Destination Stewardship Plan included Jasperites from all walks of life.

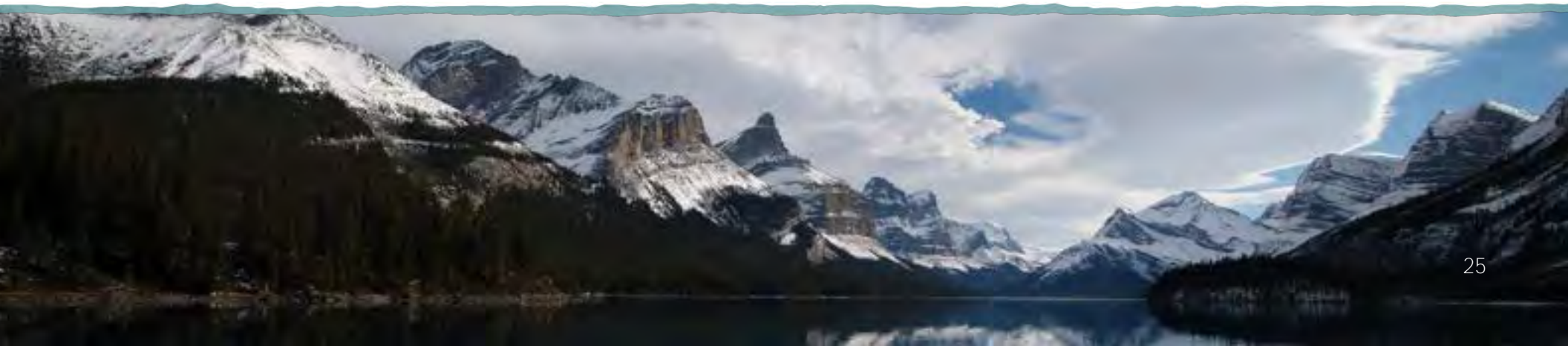
The series of group and individual engagement sessions, along with the comprehensive resident sentiment survey, established the 11 key takeaways outlined earlier in this document.

From there, those 11 key takeaways were further culled down into five high-level priorities for the community that those engaged in the plan development process support.

The purpose of narrowing the 11 key takeaways into five key community priorities is to inform the development of the plan's foundational strategic framework.

## COMMUNITY PRIORITIES

1. Jasperites want to help make Jasper and Jasper National Park a more dynamic place to live, work, learn, and visit
2. Jasperites believe that all residents should have tangible opportunities to create a better life for themselves
3. Jasperites are eager to help protect the natural environment and local wildlife
4. Jasperites want a more evenly distributed year-round economy to support their businesses and livelihoods better in slower months
5. Jasperites want government and businesses to share their values



# JASPER 5P STRATEGY MATRIX

To develop the plan’s strategic framework, the five community priorities were plotted into a strategy matrix around five key pillars: **Place, People, Planet, Prosperity, and Policy.**

From a tourism lens, **“Place”** encompasses the entire destination and is defined as everything visitors and residents connect with, including natural and built environments. That visitor journey is the foundation for over 80% of Jasper’s economy and is central to residents’ livelihoods. Therefore, the stewardship of place is one of the top-line strategies because such a high percentage of residents’ livelihoods depend on the quality of it.

The other four themes — **People, Planet, Prosperity, and Policy** — act as a foundation of the destination (aka **Place**). This matrix is not hierarchical, and each pillar is equally as important in Jasper’s future as a tourism destination. That is to ensure that all strategic decisions related to the development of place are evaluated through a prism of equitable opportunities for residents, environmental protection, sustainable and long-term economic development, and collaborative governance.

COMMUNITY PRIORITIES	STRATEGIC GOALS
Jasperites want to help make Jasper and Jasper National Park a more dynamic place to live, work, learn, and visit	<b>PLACE:</b> Enhance the Destination to Improve the Overall Experience for Visitors and Residents Year-Round
Jasperites believe that all residents should have tangible opportunities to create a better life for themselves	<b>PEOPLE:</b> Strengthen Community Cohesion and Social Equity to Create a Better Future for Every Resident
Jasperites are eager to help protect the natural environment and local wildlife	<b>PLANET:</b> Improve Environmental Sustainability of the Tourism Industry to Protect Jasper National Park for Future Generations.
Jasperites want a more evenly distributed year-round economy to support their businesses and livelihoods better in slower months	<b>PROSPERITY:</b> Improve Visitor Engagement to Increase Revenue Opportunities for Local Businesses and Residents Year-Round
Jasperites want government and businesses to share their values	<b>POLICY:</b> Align Public and Private Sector Efforts to Better Serve the Long-Term Needs of the Community

# JASPER 5P STRATEGY MATRIX

## PLACE

Enhance the Destination to Improve the Overall Experience for Visitors and Residents Year-Round

### PEOPLE

Strengthen Community Cohesion and Social Equity to Create a Better Future for Every Resident

### PLANET

Improve Environmental Sustainability of the Tourism Industry to Protect Jasper National Park for Future Generations

### PROSPERITY

Improve Visitor Engagement to Increase Revenue Opportunities for Local Businesses and Residents Year-Round

### POLICY

Align Public and Private Sector Efforts to Better Serve the Long-Term Needs of the Community



# JASPER 5P STRATEGY MATRIX

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## PLACE

“Place” refers to the physical location of Jasper and Jasper National Park that possesses unique attributes and features, making it a distinct destination to visit and is fundamental in shaping the visitor experience. While the connotation of place “development” is often perceived as antithetical to the purpose of national parks, if a place is not growing, evolving, and adapting to socioeconomic shifts, then it will atrophy or gentrify. Thus, investing in sustainable place development, including infrastructure, transportation, products, experiences, and small business development, is critical to support economic vitality, enhance community culture, and provide a welcoming sense of place for visitors and residents alike. This is critical for increasing visitor revenues year-round and ensuring investments in destination and product development benefit the broadest range of residents.

## PEOPLE

“People” refers to the individuals who reside in Jasper and have a strong connection to this place. Taking care of the people who call Jasper home not only fosters sustainable development but also enhances the overall quality and authenticity of the visitor experience, while nurturing positive relationships between tourists and the local community. Equitable opportunities for all people regardless of socioeconomic backgrounds and diverse abilities is a fundamental definition of “community”. Thus, it is incumbent on government, industry, and community leaders to be intentional about ensuring all residents have opportunities to participate in creating and benefiting from Jasper’s visitor economy, and therefore, the future of Jasper as a destination.



## PLANET

“Planet” refers to the integrity of the vast natural ecosystems that are located in Jasper National Park. We are fortunate that in Jasper National Park, Parks Canada runs a successful and comprehensive program that continually monitors and manages the integrity of major park ecosystems and the subsequent impacts of tourism activities.

However, recognizing the growing pressure on ecosystems due to increased tourism activity and environmental change, collective work is needed to ensure that tourism does not add further stress to the landscape and instead supports the current and future integrity of the park’s ecosystems.

## PROSPERITY

“Prosperity” refers to the economic well-being of the local community and broader destination. Current challenges exist in regard to prosperity in Jasper, including the fact that the community relies on a high local tax base to fund expensive infrastructure and service upgrades, while local businesses and the workforce have to manage large swings in revenue and job/housing security across the year.

Thus, increasing the amount of visitor spending across the year and ensuring that tourism dollars are circulating locally is paramount for developing a more predictable and equitable year-round economy.

## POLICY

“Policy” refers to a set of guidelines, regulations, and/or processes established by relevant agencies to guide and govern the development, management, and promotion of tourism activities. The Municipality of Jasper and Jasper National Park are somewhat unique in regard to their shared multi-jurisdictional governance structure that is not always perfectly aligned.

This is a complex arrangement designed to protect the region’s greatest resource, the land. However, there is agreement among all parties that opportunities exist for the governance structure to evolve incrementally to better support the long term needs of residents and the community at large.



# STRATEGIC FRAMEWORK

JASPER DESTINATION  
STEWARDSHIP PLAN

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## PLACE PEOPLE PLANET PROSPERITY POLICY

### Strategic Goal #1

# Enhance the Destination to Improve the Overall Experience for Visitors and Residents Year-Round

**The Jasper Destination Stewardship Plan is, at its heart, a 10-year roadmap that outlines initiatives that both protect the authenticity of Jasper and future-proof the region’s primary industry (tourism), which fuels the majority of all economic activity and employment opportunities.**

The significance of place cannot be overstated when it comes to the future of a destination. The unique characteristics and attractions of a place, including its natural environment, historical sites, and local culture form the foundation of its appeal to travellers. A captivating place is the catalyst that ignites wanderlust and creates memorable experiences for tourists, making them want to return again and again.

The focus of this strategic goal and its actionable initiatives is place stewardship. That potentially includes long-term, capital-intensive infrastructure improvements, as well as short to medium-term initiatives to improve access, mobility, experiences, services, amenities, and vibrancy across the destination. All the subsequent strategic goals in this plan roll up under this one to inform destination improvement decisions, so they are sustainable and equitable, drive revenue year-round, support local workforce development, benefit residents at scale, support conservation efforts, and create a meaningful sense of place.



### INTENDED OUTCOMES

- Better visitor experience
- Improved quality of life for residents
- Improved tourism products, services, and infrastructure
- Enhanced destination and community vibrancy
- Improved sense of place, community spirit, and civic pride
- Expanded visitor source markets
- More values-aligned repeat visitors
- More consistent year-round revenue and income
- Higher tax assessment base and reinvestment opportunities

## PLACE PEOPLE PLANET PROSPERITY POLICY

### Strategic Goal #1 | Actionable Initiatives

# Enhance the Destination to Improve the Overall Experience for Visitors and Residents Year-Round

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## 1 | Improve access to Jasper

- a. Increase accessible inbound transit options
- b. Facilitate improvements to Icefields Parkway accessibility
- c. Develop regional airport infrastructure

## 2 | Facilitate enhanced mobility within Jasper and Jasper National Park

- a. Develop and continually enhance a destination-wide, multi-mobility, and accessible transit ecosystem
- b. Develop and enhance alternative transportation options (e-mobility, vehicle/bike sharing, etc.)
- c. Enhance trails systems and cycling routes to better connect the townsite, park, Hinton, and Lake Louise

## 3 | Create greater vibrancy in the townsite

- a. Develop and enhance pedestrian zones within the townsite
- b. Improve streetscapes, paths, and physical/digital wayfinding
- c. Invest in transformational placemaking strategies to create a greater sense of place

## 4 | Develop and enhance shoulder and winter season experiences

- a. Develop more outdoor and weather-resilient indoor experiences for visitors and residents
- b. Develop and enhance indoor arts, culture, and heritage attractions/experiences
- c. Develop locally owned and operated events during need periods
- d. Enhance corporate meeting and incentive capacity and services to drive mid-week revenue during need periods

## PLACE **PEOPLE** PLANET PROSPERITY POLICY

### Strategic Goal #2

# Strengthen Community Cohesion and Social Equity to Create a Better Future for All Residents

**All Jasperites should have an opportunity to contribute to, and benefit from, the local visitor economy. That is the very definition of an equitable, vibrant, and just community. Clearly, the rapidly increasing cost of living in Jasper makes it challenging for people to live here. However, continually enhancing the quality of the visitor experience demands taking care of the many diverse individuals living in Jasper to create a rich and robust social fabric, while promoting authentic visitor and resident relationships. Ultimately, if we take care of Jasper residents, they will take care of visitors.**

There is a direct correlative relationship between housing diversity and availability, equitable workforce development, community mental health, and local quality of life. The very development of this plan is an example of how the Jasper community can come together to discuss challenges and define its future through constructive debate and collaborative communication. This must continue to ensure the visitor economy supports the needs and aspirations of current and future Jasperites.



### INTENDED OUTCOMES

- More, and more diverse housing
- Stronger, more equitable community
- Improved livability and affordability
- Higher resident sentiment; improved resident mental health
- Greater sense of community; more welcoming community spirit
- Enhanced action on truth and reconciliation efforts
- Better workforce attraction; better hospitality service culture

## PLACE **PEOPLE** PLANET PROSPERITY POLICY

### Strategic Goal #2 | Actionable Initiatives

# Strengthen Community Cohesion and Social Equity to Create a Better Future for All Residents

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## 1 | Increase support for the local community

- a. Create a communication platform to inform and engage residents and local businesses about ongoing developments to help optimize the positive social and economic impacts of the visitor economy
- b. Increase support for the local maker community and creative economy
- c. Create more capacity within the local non-profit sector to serve the community

## 2 | Develop more housing options for residents

- a. Increase private sector funding and participation with the Jasper Municipal Housing Corporation to build more housing
- b. Facilitate and support more infill and alternative resident lodging (garden/secondary suites, height/density limits, etc.)

## 3 | Develop the local workforce

- a. Improve compensation, benefit, and retention programs that incentivize and contribute to workforce sustainability
- b. Increase year-round opportunities for domestic and international workforce recruitment
- c. Create education and developmental programs for the local workforce
- d. Expedite increases in international workforce

## 4 | Enhance relationships with Indigenous communities

- a. Expand listening sessions and build on existing relationships with Indigenous leaders and the local industry
- b. Create space for traditional Indigenous knowledge to be weaved into destination strategy
- c. Collaborate with Indigenous Tourism Alberta and the Indigenous Tourism Association of Canada on relationship building, experience development, and promotion
- d. Develop a specific support structure for Indigenous entrepreneurs and workforce

PLACE PEOPLE **PLANET** PROSPERITY POLICY

Strategic Goal #3

## Improve Environmental Sustainability of the Tourism Industry to Protect Jasper National Park for Future Generations

**Protecting ecological integrity of Jasper National Park is a shared goal across the community and is the primary focus of Parks Canada. However, the imperative themes of sustainability, resilience, and regeneration in relation to the tourism industry are highly complex and often divisive, requiring inter-agency and cross-community collaboration. Thus, the focus of the planet goal of this plan will be to ensure that tourism products and services support the current and future integrity of Jasper National Park ecosystems.**

Yet, with increasing demand from the global growth in tourism coupled with rapid environmental change, ecosystems are under pressure. As such, the long-term goal is for Jasper, as a tourism destination, to be a leader in sustainable, resilient, and regenerative tourism and provide experiences that are low-carbon, climate-resilient, and planet-positive, while supporting Parks Canada’s conservation priorities as indicated in the 2022 Jasper National Park Management Plan.



### INTENDED OUTCOMES

- More planet-positive tourism offerings that have reduced impact on the ecological integrity of Jasper National Park
- Reduced tourism-related energy consumption, water usage, and transportation emissions
- Increased participation of visitors in the stewardship of park ecosystems
- Greater civic pride, unity, and purpose on the protection of ecological integrity through sustainable tourism development
- Increased resilience of tourism products and offerings to the impacts of climate change



PLACE PEOPLE **PLANET** PROSPERITY POLICY

Strategic Goal #3 | Actionable Initiatives

## Improve Environmental Sustainability of the Tourism Industry to Protect Jasper National Park for Future Generations

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### 1 | Initiate a transition towards a regenerative visitor economy

- a. Develop a destination-wide regenerative tourism plan
- b. Develop experiences and opportunities to educate and unite residents and visitors around regenerative tourism
- c. Partner with 3rd party sustainability organizations (GDS, Biosphere, etc.) to establish data-driven targets/benchmarks to monitor tourism impacts and outline strategies to develop a regenerative visitor economy
- d. Partner on initiatives that position Jasper as a leader in regenerative tourism practices

### 2 | Enhance destination-wide action on climate change

- a. Create programs and initiatives to reduce tourism industry emissions, in alignment with Parks Canada's and the Municipality of Jasper's greenhouse gas emission reduction strategies
- b. Enhance current adaptation strategies to increase the resilience of tourism infrastructure, products, and services to the impacts of climate change
- c. Align partners to develop and distribute communications that educate the public on the impacts of climate change in Jasper National Park

### 3 | Strengthen environmental protection and awareness initiatives

- a. Enhance opportunities for visitors and residents to learn about the ecology of the park
- b. Develop partnerships with research institutions to integrate research programming into tourism products
- c. Attain destination-wide certifications focused on enhancing commitment to ecological protection

## PLACE PEOPLE PLANET **PROSPERITY** POLICY

### Strategic Goal #4

# Improve Visitor Engagement to Increase Revenue Opportunities for Local Businesses and Residents Year-Round

**In today's competitive global tourism marketplace, just because you build something does not mean visitors will travel there to experience it. Further, even if visitors do come, a portion of tourism dollars spent in destinations often do not contribute to the prosperity of the local community.**

There are many new digital communication tools, data management platforms, and in-destination strategies to customize how destinations target and engage values-aligned visitor segments and international source markets more effectively, while ensuring visitor spending gets reinvested into the local community.

These can be somewhat costly, though. One of the recommendations in this strategic goal is to increase and diversify funding levels for more sophisticated marketing/communication, community engagement, and data collection tools. There is also an emphasis here on increasing marketing and messaging initiatives to drive shoulder and winter season visitation to provide more consistent year-round visitor revenue for local businesses.



### INTENDED OUTCOMES

- Increased quantity of tourism revenues that stay in the community
- More equitable benefits from Jasper's visitor economy
- Higher, more diversified destination marketing funding
- More consistent year-round revenue for local businesses
- More consistent year-round income for local workforce
- Enhanced community spirit

PLACE PEOPLE PLANET **PROSPERITY** POLICY

**Strategic Goal #4 | Actionable Initiatives**

# Improve Visitor Engagement to Increase Revenue Opportunities for Local Businesses and Residents Year-Round

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## 1 | Increase industry impact and effectiveness

- a. Increase and diversify destination marketing funding
- b. Increase the amount of tourism dollars being reinvested into the community
- c. Invest in new visitor information and experience infrastructure
- d. Enhance and align data collection and management tools/processes, including visitor sentiment and booking data

## 2 | Drive winter and shoulder season visitation

- a. Develop winter and shoulder season experience strategic plans
- b. Enhance content and programming to target values-aligned visitors interested in local, regenerative, culinary, and weather resilient experiences
- c. Increase sales and marketing investments to target values-aligned visitors in the corporate business events and incentive market
- d. Enhance content and programming that leverages local influencers and changemakers to promote the community's values and vibe more authentically and effectively

## 3 | Capitalize on new technology innovations

- a. Leverage generative artificial intelligence platforms to increase capabilities for research and content development
- b. Leverage Web3 blockchain technology to build global/local communities and increase revenue generation for area businesses in tourism and other sectors
- c. Explore destination-wide e-commerce solutions for accommodation and experience purchases

## PLACE PEOPLE PLANET PROSPERITY **POLICY**

### Strategic Goal #5

# Align Public and Private Sector Efforts to Better Serve the Long-Term Needs of the Community

**Effective and collaborative governance structures are crucial for the visitor economy as they enable inclusive decision-making, community alignment, and sustainable development, which is foundational to the long-term success of the destination.**

Jasper is somewhat unique in North America based on the multi-jurisdictional governance structure between the Municipality of Jasper and Parks Canada. Currently, there is an evolving conversation among leaders in the municipal government, Jasper National Park field unit, and the federal government to explore opportunities for reshaping that governance structure. The goal is to provide the community with more autonomy to invest in itself and determine its future, while still embracing and supporting Parks Canada's mandate.

This strategic goal also highlights the need to improve support for the local business community. There is an opportunity to reduce red tape for local business owners and provide a more enabling environment for investors. Municipal authority over local land use will help address the situation more productively.



### INTENDED OUTCOMES

- More effective governance, planning, and policy making
- Better alignment of public, private, and civic sectors
- Enhanced livability and affordability for residents
- Greater spirit of self-determination and community pride
- Improved services and support for local business owners and entrepreneurs

## PLACE PEOPLE PLANET PROSPERITY **POLICY**

### Strategic Goal #5 | Actionable Initiatives

# Align Public and Private Sector Efforts to Better Serve the Long-Term Needs of the Community

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## 1 | Streamline destination-wide governance systems

- a. Modernize land use and planning
- b. Explore attaining and leveraging tourism-based community status
- c. Establish governmental policy that supports greater vibrancy and activation of the destination
- d. Establish governmental policy that supports event development

## 2 | Enhance economic development and small business support

- a. Improve business intelligence and data collection to provide a more enabling environment for investors
- b. Improve small business development policy and programs ("reduce red tape")
- c. Improve the Municipality of Jasper's capacity to help local entrepreneurs and organizations secure new grants and investment opportunities

# LOOKING AHEAD

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**No single organization will be able to implement the Jasper Destination Stewardship Plan alone. Everything in here is about the community's future, based on what the majority of the community said they want and prioritize. Therefore, the community at large is responsible for the long-term success of this plan.**

Implementing the plan's strategies throughout the next 10 years will be a major undertaking because the strategic framework is both ambitious and broad. It builds on past successes and the current strengths of the community to forge a new direction that benefits the widest breadth of local businesses and residents possible. The plan also prioritizes the responsibilities that visitors and Jasperites have for ensuring the long-term health of the staggeringly beautiful environment surrounding them.

While Tourism Jasper led the development of this plan in collaboration with the Municipality of Jasper and Parks Canada, it will require many diverse partners in the public, private, and civic sectors to execute the strategic initiatives in alignment with the provincial and federal government. It is essential that this plan does not just sit on a shelf in an office somewhere.

Every organization and business in Jasper can contribute to their long-range success and that of their neighbours if they unite around these strategies and work together to achieve shared goals.

That includes individual residents who are encouraged to champion this plan. Anyone with the commitment and will to help co-create the best future for the collective community has an opportunity to build coalitions of like-minded people and take ownership of any of the plan's initiatives.

There is reason to be optimistic in that regard. Many people who participated in the community engagement process to develop this plan expressed their support to dig in, work with their neighbours, build coalitions of supporters, and roll up their sleeves to accomplish the plan's goals.

The five overarching strategic goals in the Jasper Destination Stewardship Plan are designed to remain consistent. Meanwhile, the individual initiatives should be reviewed on an annual basis in a fluid flow chart to prioritize specific action items and ensure this plan remains a living document year after year.

The success of this plan is not just up to Jasperites and how they collaborate among themselves. Success at scale also depends on how local residents, businesses, and organizations work together with the millions of annual visitors who have the privilege of experiencing Jasper National Park.

**This Will Be a 10-Year Marathon, Not a Sprint**

# JASPER DESTINATION STEWARDSHIP PLAN

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The development of the Jasper Destination Stewardship Plan was led by Tourism Jasper in collaboration with the Municipality of Jasper and Parks Canada.





## AGENDA ITEM 5.5

November 1, 2023

Municipality of Jasper  
PO Box 520  
303 Pyramid Lake Road  
Jasper, Alberta, T0E 1E0

To Mayor and Council,

Re: Request for Direction Regarding Funding to Jasper Community Team Society (JCTS)

I write to address the recent letter from the Jasper Community Team Society (JCTS) requesting your direction regarding the funding provided to the organization in 2022. While we appreciate the work done by the JCTS in supporting the community, we were surprised to see the request to transfer funds from The Crisis Team. For that reason, we believe that it is essential to provide a response to their request, and clarify the circumstances surrounding the allocation of funds.

### **Background and Purpose of Crisis Team Jasper**

The Jasper Crisis Team Fund was established with a clear mission – to provide immediate support to individuals in our community, residents and visitors, facing traumatic or crisis-related events. The intention was to work alongside Victim Services, which has a specific mandate to assist victims of crime. In 2022, due to changes in the structure of Jasper Victim Services, the responsibility for operating The Crisis Team fund transitioned to JCTS, with the intention of The Crisis Team eventually becoming its own entity. In July 2023, it was agreed upon by both JCTS and the newly formed Jasper Crisis Team Society board (formally Jasper Victim Services Society), that Jasper Crisis Team operations were better handled outside of JCTS. It was determined that JCTS would hold the funds for Crisis Team in trust for a period of time not exceeding six months, for the exclusive purpose of transferring the entirety of those funds to the Jasper Crisis Team.

### **Previous Council Motion:**

As per the previous council motion from November 2022, the funds of \$12,500 were allocated to JCTS, for the specific and exclusive use of the Crisis Team. The presentation detailed the intended use of the funds, and the expectations for the Crisis Team. The intention of these funds was to bring on additional advocates, which was proven to be an insurmountable challenge under the JCTS. As the previous letter from JCTS to council states, “we are not, resourced to deliver a program like the Crisis Team”.





## **Movement to Non-Profit Status**

In July of 2023, with the understanding that the JCTS board was not resourced to deliver a program like The Jasper Crisis Team, both members of JCTS board, and the previous Jasper Victim Services Society board determined that Jasper Crisis Team would be best operated by a society comprised of individuals with expertise relevant to the work of the Crisis Team. With this, there was a motion that was agreed upon unanimously, that Jasper Crisis Team become its own society in order to run efficiently and effectively. Crisis Team Jasper Society has a board consisting of mental health professionals, nurses, social workers, emergency responders, and legal professionals. This vast variety of personnel allows Crisis Team to have an inner understanding of what is needed within our town in relation to crisis response.

## **What Crisis Team is Doing**

Jasper Crisis Team has been and continues to provide one on one support. The Crisis Team currently have one coordinator, and one advocate who are both responsible for ensuring that residents and visitors are always receiving the assistance they require in times of crisis. Crisis team is available 24 hours a day, 7 days a week to respond to any major incident. They are responsible for not only providing financial assistance such as hotel rooms, food, or transportation after a traumatic event, but they also provide one-on-one, confidential, and non-judgmental support.

We are able to ebb and flow in order to fill any gaps as crisis arise. We are community members who want the best for people in times of need. Crisis Team advocates have the training and ability to decide what is immediate and what is a priority. The purpose of The Crisis Team is to support the unsupported.

We truly appreciate your attention to these matters and the opportunity to provide clarifications. If you have any questions or require additional information, please do not hesitate to reach out for further discussion.

Thank you for your time and consideration.

On behalf of the Crisis Team Jasper Society,

Kelly Dawson- Board President



Royal  
Canadian  
Mounted  
Police

Gendarmerie Royale  
du Canada

Sgt. Rick K. Bidaisee  
NCO i/c Jasper Detachment  
600 Bonhomme Street  
Jasper, Alberta

Crisis Team Jasper  
Box 2781  
Jasper, Alberta T0E 1E0

Date: October 18, 2023

**RE: Funding Application for the Crisis Team Jasper**

To whom it may concern,

The Crisis Team in Jasper has successfully and meaningfully assisted individuals who are in crisis following a traumatic event.

The Crisis Team is a valuable resource for the community of Jasper providing urgent social assistance to persons in need when their situations fall outside of the criminal system.

The Jasper RCMP Detachment supports the Crisis Team in Jasper. This organization provides assistance outside of regular daytime hours augmenting other local support agencies, such as Jasper Community Outreach Services. The development of the Crisis Team's mandate will include services to individuals who's needs are outside the parameters of other support agencies.

We support the Crisis Team's application for funding.

Respectfully,

  
Sgt. R. Bidaisee  
Jasper RCMP  
780-852-4421



## DIRECTOR'S REPORT

AGENDA ITEM 6.3

Christine Nadon,

Director of Protective & Legislative Services

November 2023

### Major Projects

- Meetings of the Emergency Advisory Committee (Mayor and two councillors) and the Emergency Management Agency (staff group) are ongoing. Our recent focus has been on budgeting for 2024; potential avenues for increased regional collaboration; continued relationship building with our partners at Parks Canada; and identifying and creating opportunities for Incident Command System position specific training for the team.
- Capital projects for 2023 are progressing well. Delivery times on fire apparatus (large trucks) are now in the three to four-year range. Chief Conte and Deputy Chief Smith are actively engaged in procurement and follow up activities to complete as many projects as possible in 2023 and limit the number of carry forwards into 2024.
- Adequate management and oversight of projects at the Emergency Services Building continue to be a priority. We've seen some success with repairs on the hose tower where water infiltration has been causing issues for a number of years. While the current repairs appear to be successful, we continue to actively monitor the situation and seek further leak detection contractors to ensure the issue is addressed in its entirety.
- While the busy summer season is behind us, changes in staffing and the launch of new programs has kept the Bylaw Enforcement team busier than usual. The team is also developing more standard operating procedures to ensure consistency and quality of service delivery across all areas. The Fire Department has been busy with onboarding new recruits, increasing prevention activities, and performing a number of highway rescues since the first snow fall. The Fire Department facilitated an inter-agency highway rescue meeting last week.

### Staffing

- Community Peace Officer Lara Wells has moved on to a new opportunity with a rural Alberta community. Officer Wells played a key role in the Bylaw Enforcement Service in recent years, supporting our team through an important transition period as we moved towards meeting the new provincial Peace Officer program requirements. Ms. Wells has served for a total of approximately 10 years with the Municipality of Jasper in various positions in at the Fitness and Aquatic Centre and the Bylaw team.
- Katy Poirier was the successful candidate for the Protective Services Coordinator position (May 2023). Mrs. Poirier brings forward knowledge of Fire operations through her role as a volunteer firefighter, and a strong professional background as an administrator. This new position provides administrative support for the Bylaw Enforcement Service, Fire Department and Emergency Management functions of our department.
- Alexis Conte is the newest Bylaw Enforcement Service employee, serving in the position of Municipal Compliance Officer since July. Mrs. Conte has related previous job experience and is proving to be a strong asset for our team.

### Service Trends

- The new Winter Storage service in the S-Block parking lot has been implemented and well received by residents. We currently have approximately 12 stalls filled and more applications are being processed. There was a high demand for large stalls (23' and up) and not all requests could be accommodated.
- Paid parking ended for the season on October 31. A year-end report will be presented to Council.

### Communications & Engagement

- Several programs in the Legislative area are keeping our Legislative Services Coordinator busy, including correspondence on matters of interest to residents and visitors, budget submissions from external groups, and ongoing administrative duties related to the Jasper Cemetery.



**Certification of Municipality of Jasper  
Bylaw #255  
Wastewater Treatment Facilities Borrowing Bylaw**

I, Alan Fehr, Field Unit Superintendent of Jasper National Park of Canada, pursuant to Article 4.4 of the Agreement for the Establishment of Local Government in the Town of Jasper (“Local Government Agreement”) have reviewed the Municipality of Jasper Bylaw Draft #255, and hereby certify with respect to Bylaw #255 that:

- 1) there are no impacts on the environment, or that any environmental impacts can be appropriately mitigated; and
- 2) there is no encroachment on Canada’s authority in the areas of land use planning and development.

Dated at the Town of Jasper, in the Province of Alberta, this 30th day of October, 2023.

*Alan Fehr*

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Alan Fehr  
Field Unit Superintendent of  
Jasper National Park of Canada



**MUNICIPALITY OF JASPER  
BYLAW #255A**

**BEING A BYLAW OF THE MUNICIPALITY OF JASPER IN THE PROVINCE OF ALBERTA TO AUTHORIZE THE COUNCIL TO INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURE IN THE AMOUNT OF \$2,650,000 FOR THE PURPOSE OF WASTEWATER TREATMENT FACILITIES RENOVATIONS AND UPGRADES IN THE MUNICIPALITY OF JASPER.**

**WHEREAS** Municipality of Jasper owns the Jasper Wastewater Treatment Facilities;

**AND WHEREAS** the requirement for safe and efficient operation of the facility now requires renovations and upgrades to Wastewater Treatment Facilities;

**AND WHEREAS** plans and specifications have been prepared and the total cost of the project is estimated to be \$4,194,070;

**AND WHEREAS** the Municipality estimates the following grants and contributions will be applied to the project:

Alberta Municipal Water/Wastewater Partnership (AMWWP)	\$1,544,070
Debenture	\$2,650,000
Total Cost	<u>\$4,194,070</u>

**AND WHEREAS** in order to complete the project it will be necessary for the Municipality to borrow the sum of \$2,650,000 for a period not to exceed TWENTY (20) years from the Province of Alberta or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw;

**AND WHEREAS** the estimated lifetime of the project financed under this bylaw is equal to, or in excess of TWENTY (20) years;

**AND WHEREAS** the principal amount of outstanding debt of the Municipality of Jasper at December 31<sup>st</sup>, 2022 is \$11,072,827 and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Government of Canada and the Province of Alberta.

**NOW, THEREFORE,** the Council of the Municipality of Jasper in the Province of Alberta, duly assembled enacts as follows:

**1. CITATION**

1.1 This Bylaw may be cited as Municipality of Jasper Bylaw #255A, "Wastewater Treatment Facilities Borrowing Bylaw 2023".

1.2 Municipality of Jasper Bylaw #255, the "Wastewater Facilities Borrowing Bylaw 2023" is hereby repealed.

## **2. DEFINITIONS**

### **2.1 In this Bylaw:**

- 2.1.1 "*Council*" shall mean the Council of the Municipality of Jasper;
- 2.1.2 "*Municipality*" and "*Municipality of Jasper*" shall mean the Municipality of Jasper in Jasper National Park in the Province of Alberta;
- 2.1.3 "*Jasper Wastewater Treatment facilities*" shall mean the building and the project of the same name to be renovated by the Municipality of Jasper, located in the NW<sup>1</sup>/<sub>4</sub> Section 22 Township 45 Range 1 West of the 6th Meridian and at Coordinates 52.87339N, 118.08230W in Jasper National Park of Canada, in the Province of Alberta.

## **3. BORROWING**

- 3.1 That for the purpose of completing services to Wastewater Treatment Renovation and Upgrades in the sum of TWO MILLION SIX HUNDRED AND FIFTY THOUSAND DOLLARS (\$2,650,000) be borrowed from the Province of Alberta or another authorized financial institution by way of debenture on the credit and security of the Municipality of Jasper at large.
- 3.2 The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.

## **4. DEBENTURES**

- 4.1 The proper officers of the Municipality of Jasper are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose authorized by this bylaw, namely the renovation and upgrades of the Wastewater Treatment Facilities.
- 4.2 The debentures to be issued under this Bylaw may be in any denomination not exceeding the amount authorized by this Bylaw and shall be dated having regard to the date of the borrowing but shall in no event be dated later than 31 December 2024.
- 4.3 The indebtedness shall be contracted on the credit and security of the Municipality.

## **5. REPAYMENT**

- 5.1 The Municipality shall repay the indebtedness according to the repayment structure in effect, namely annual or semi-annual equal payments of combined principal and interest instalments not to exceed TWENTY (20) years calculated at a rate not exceeding the interest rate fixed by the Province of Alberta or another authorized financial institution on the date of the borrowing, and not to exceed EIGHT (8) percent.

5.2 The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.

**6. SEVERANCE**

6.1 If any provision herein is adjudged by a Court of competent jurisdiction to be invalid for any reason, then that provision shall be severed from the remainder of this Bylaw and all other provisions of this Bylaw shall remain valid and enforceable.

**7. COMING INTO EFFECT**

7.1 This Bylaw shall come into force and effect on the final day of passing thereof.

7.2 If any provision herein is adjudged to be repugnant to any federal regulation or legislation, this Bylaw shall continue in full force and effect, but any such repugnant provision shall be of no force or effect until such time as the repugnancy is removed by repeal or amendment of the federal legislation or regulation.

**GIVEN FIRST READING THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2023.**

**GIVEN SECOND READING THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2023.**

**GIVEN THIRD AND FINAL READING THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2023.**

DRAFT

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Administrative Officer



**Certification of Municipality of Jasper  
Bylaw #256  
Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023**

I, Alan Fehr, Field Unit Superintendent of Jasper National Park of Canada, pursuant to Article 4.4 of the Agreement for the Establishment of Local Government in the Town of Jasper (“Local Government Agreement”) have reviewed the Municipality of Jasper Bylaw Draft #256 and hereby certify with respect to Bylaw #256 that:

- 1) there are no impacts on the environment, or that any environmental impacts can be appropriately mitigated; and
- 2) there is no encroachment on Canada’s authority in the areas of land use planning and development.

Dated at the Town of Jasper, in the Province of Alberta, this 30th day of October, 2023.

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Alan Fehr  
Field Unit Superintendent of  
Jasper National Park of Canada





**MUNICIPALITY OF JASPER  
BYLAW #256A**

**BEING A BYLAW OF THE MUNICIPALITY OF JASPER IN THE PROVINCE OF ALBERTA TO AUTHORIZE COUNCIL TO INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURE IN THE AMOUNT OF \$11,500,000 FOR THE PURPOSE OF THE JASPER RECREATION COMPLEX RENOVATION PHASE 2 IN THE MUNICIPALITY OF JASPER.**

**WHEREAS** Municipality of Jasper owns and operates the Jasper Recreation Complex, which includes the Jasper Fitness and Aquatic Centre, the Jasper Activity Centre and Arena (the "Complex");

**AND WHEREAS** the safe, efficient and effective operation of the Complex now requires the Complex to undergo extensive capital renovations;

**AND WHEREAS** Council of the Municipality of Jasper has approved a Capital Budget which includes the expenditure of funds for intended renovations to the Complex in Phases (the "Project");

**AND WHEREAS** plans and specifications have been prepared and the total cost of the project is estimated to be \$20,400,000;

**AND WHEREAS** the Municipality estimates the following grants and contributions will be applied to the project:

Capital Reserves	\$692,491
Municipal Sustainability Initiative (Provincial)	\$4,542,925
Infrastructure Canada Improvement Plan (Federal)	\$3,664,584
Debenture	<u>\$11,500,000</u>
Total Cost	\$20,400,000

**AND WHEREAS** in order to complete the project it will be necessary for the Municipality to borrow the sum of \$11,500,000 for a period not to exceed TWENTY (20) years from the Province of Alberta or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this bylaw;

**AND WHEREAS** the estimated lifetime of the project financed under this bylaw is equal to, or in excess of TWENTY (20) years;

**AND WHEREAS** the principal amount of outstanding debt of the Municipality of Jasper at December 31<sup>st</sup>, 2022 is \$11,072,827 and no part of the principal or interest is in arrears;

**AND WHEREAS** all required approvals for the project have been obtained and the project is in compliance with all Acts and Regulations of the Government of Canada and the Province of Alberta.

**NOW, THEREFORE**, the Council of the Municipality of Jasper in the Province of Alberta, duly assembled enacts as follows:

## 1. CITATION

- 1.1 This Bylaw may be cited as Municipality of Jasper Bylaw #256A, "Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023".
- 1.2 Municipality of Jasper Bylaw #256, the "Jasper Recreation Complex Renovation Phase 2 Borrowing Bylaw 2023" is hereby repealed.

## 2. DEFINITIONS

- 2.1 In this Bylaw:
- 2.1.1 "*Council*" shall mean the Council of the Municipality of Jasper;
- 2.1.2 "*Municipality*" and "*Municipality of Jasper*" shall mean the Municipality of Jasper in Jasper National Park in the Province of Alberta;
- 2.1.3 "*Jasper Activity Centre*" shall mean the building and the project of the same name to be renovated by the Municipality of Jasper on or about Parcel CW in the Municipality of Jasper in Jasper National Park of Canada;
- 2.1.4 "*Jasper Fitness and Aquatic Centre*" shall mean the building and the project of the same name to be renovated by the Municipality of Jasper on or about Parcel R10 in the Municipality of Jasper in Jasper National Park of Canada.

## 3. BORROWING

- 3.1 That for the purpose of renovating the Jasper Recreation Renovation (Phase 2) in the sum of ELEVEN MILLION FIVE HUNDRED THOUSAND DOLLARS (\$11,500,000) be borrowed from the Province of Alberta or another authorized financial institution by way of debenture on the credit and security of the Municipality of Jasper at large.
- 3.2 The net amount borrowed under the bylaw shall be applied only to the project specified by this bylaw.

## 4. DEBENTURES

- 4.1 The proper officers of the Municipality of Jasper are hereby authorized to issue debenture(s) on behalf of the Municipality for the amount and purpose authorized by this bylaw, namely the renovation of the Jasper Recreation Complex (Phase 2).
- 4.2 The debentures to be issued under this Bylaw may be in any denomination not exceeding the amount authorized by this Bylaw and shall be dated having regard to the date of the borrowing but shall in no event be dated later than 31 December 2024.
- 4.3 The indebtedness shall be contracted on the credit and security of the Municipality.

## 5. REPAYMENT

- 5.1 The Municipality shall repay the indebtedness according to the repayment structure in effect, namely annual or semi-annual equal payments of combined principal and interest instalments not to exceed TWENTY (20) years calculated at a rate not exceeding the interest rate fixed by the

Province of Alberta or another authorized financial institution on the date of the borrowing, and not to exceed EIGHT (8) percent.

**5.2** The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.

**6. SEVERANCE**

6.1 If any provision herein is adjudged by a Court of competent jurisdiction to be invalid for any reason, then that provision shall be severed from the remainder of this Bylaw and all other provisions of this Bylaw shall remain valid and enforceable.

**7. COMING INTO EFFECT**

7.1 This Bylaw shall come into force and effect on the final day of passing thereof.

7.2 If any provision herein is adjudged to be repugnant to any federal regulation or legislation, this Bylaw shall continue in full force and effect, but any such repugnant provision shall be of no force or effect until such time as the repugnancy is removed by repeal or amendment of the federal legislation or regulation.

**GIVEN FIRST READING THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2023.**

**GIVEN SECOND READING THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2023.**

**GIVEN THIRD AND FINAL READING THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2023.**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Administrative Officer