



JASPER COMMUNITY SUSTAINABILITY

PLAN



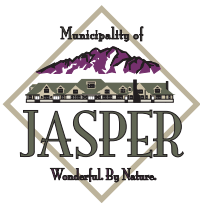
jasper
Wonderful By Nature.



Parks Canada Parcs Canada



JASPER COMMUNITY SUSTAINABILITY PLAN



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Canada

SEPTEMBER 2011

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Minister's Foreword



Canada's national historic sites, national parks and national marine conservation areas are part of a century-strong Parks Canada network which provides Canadians and visitors from around the world with unique opportunities to experience and embrace our wonderful country.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of Canada's treasured places offers many opportunities to enjoy Canada's historic and natural heritage. These places serve as sources of inspiration, relaxation, learning and discovery. They represent the very best that Canada has to offer, and it is through these special places that we are all deeply connected to what it means to be Canadian.

Having been entrusted with this important legacy for over a hundred years, we reflect upon the steady growth of the Parks Canada network of protected areas as we continue to expand it. As we plan for the years to come, we can encourage lasting connections to our heritage and promote our protected places to be enjoyed in ways that leave them unimpaired for present and future generations.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well-being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to build personal connections with our natural and cultural heritage.

Jasper National Park is Canada's largest Rocky Mountain Park, one of North America's largest natural areas – spanning 10,878 square kilometers and is a UNESCO World Heritage site. Shimmering glaciers, abundant wildlife, crystal clear lakes, thundering waterfalls, deep canyons and evergreen forest surrounded by towering, rugged mountain peaks are the perfect backdrop to the Municipality of Jasper.

The community of Jasper plays an important role in achieving all aspects of Parks Canada's mandate: it is an important staging area for enjoyment of the park, it provides an opportunity for visitors to develop an understanding of the park's heritage values, it preserves and protects built heritage and other cultural resources, and it reduced the impact of development on the park by concentrating services and facilities in one area.

Parks Canada is proud to work with the Municipality and the citizens of Jasper to produce a Plan that will lead the way to a sustainable future. This Plan will ensure that the community of Jasper continues to contribute to facilitate high quality visitor experience, achieves economic sustainability, while ensuring that limits to growth are maintained and environmental impacts are minimized. Jasper will remain a place of learning, recreation and inspiration where Canadians can connect with our past and appreciate the natural, cultural and social forces that shaped Canada.

To achieve these objectives, Parks Canada and the Municipality will work together in exercising their authorities to achieve community and national park objectives. While the partners pledge to work together, the legal authorities of Parks Canada and the Municipality of Jasper are distinct, discrete and unaffected. Toward that end, I approve the initiatives of this plan that are focused upon ecological integrity and land use planning and development, and pledge Parks Canada to work with the Municipality of Jasper to operate the community of Jasper as a model of sustainable development.

Peter Kent
Minister of the Environment and Minister responsible for Parks Canada



MAYOR'S FOREWORD



This Plan is an exciting first – the first fully-integrated planning tool for Jasper addressing the five pillars of community sustainability: economy, culture, society, environment and governance. But of equal importance is that this Plan and the process which created it represents an integration of the respective roles and responsibilities of the two planning partners, the Municipality of Jasper and Parks Canada. This Plan is perhaps the most important illustration to date of the continuing efforts of our two agencies to govern in partnership.

Since municipal incorporation in 2001, the two governing authorities have recognized the need for seamless delivery of services to Jasper residents regardless of which entity delivers those services. A number of specific agreements, including successive Relationship Agreements and the Community Charter upon which this Plan was developed, document repeated efforts by the planning partners to ensure that whether acting together or alone, each will strive to ensure that the best interests of residents are maintained as a guiding principle.

On behalf of Council and in respect of those areas within municipal jurisdiction, I am gratified and delighted to add my approval of this Plan to that of The Honourable Peter Kent, Minister of the Environment. Together, we are committing our respective organizations to continue the collaborative efforts which have brought us to this important milestone, and pledging our resources, particularly our human resources, to the betterment and the sustainability of the community.

There are many to be thanked for the time and effort which produced this Plan. In particular, I wish to acknowledge the tireless efforts of the Jasper Community Plan Working Group without whom we could not have engaged the community so effectively. The arduous work of compiling, consolidating, and expressing community input in the form of this Plan was most professionally accomplished by FoTenn Consultants, ably assisted by Municipality of Jasper and Parks Canada personnel. And of course, to those members of the public who willingly contributed their thoughts, opinions and insights, we owe our deepest gratitude.

The approval of this Plan by the Minister and the Municipality represents a beginning: the Plan is a living document intended to evolve and adapt over time. But successful implementation will require constant attention by those most directly affected by outcomes – the residents of Jasper. Although Council and Parks Canada are committed to and accountable for fulfilling the Plan, we recognize that true community sustainability can be approached only through sustained community engagement. This is a *Community Plan*, and its success will depend upon a vigilant and engaged community. Count yourself in.

Mayor Richard Ireland
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ACKNOWLEDGEMENTS

The Municipality of Jasper and Parks Canada have worked in partnership to create the *Jasper Community Sustainability Plan* and to ensure that the Plan's development has been a community-owned and community-driven process. The planning partners have been supported by the following groups and individuals, and most importantly, by the community participants who engaged in the planning process.

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PREFACE



The *Jasper Community Sustainability Plan* is the first community plan to be completed jointly by the Municipality of Jasper and Parks Canada. A great deal of community input was received to shape the recommendations and directions of this Plan.

The concepts that were consistently woven through the Plan's development are reflected to a high degree in the community's Vision Statement, as well as the more detailed Goals, Strategies and Actions that flow from the Vision Statement. These overarching concepts include:

1. **That Jasper should be a green community exhibiting best practices in the stewardship of ecological resources;**
2. **That Jasper is and will remain a tourism-based community focused on delivering high-quality visitor experiences;**
3. **That Jasper residents value a high quality of life and a high standard of social connectedness;**
4. **That Jasper has a distinctive and rich mountain-town culture shaped by multiple layers of history; and**
5. **That Jasper residents value responsible and accountable systems of governance to ensure the effective functioning of their community.**

Prior to the adoption of the *Jasper Community Sustainability Plan (JCSP)*, the principal document governing land use and development in the Town of Jasper was the 2001 *Jasper Community Land Use Plan*. Several provisions have changed between the *Jasper Community Land Use Plan* and the JCSP. These include:

- **A long-range, integrated view of community and environmental systems**

The Plan provides direction for the Municipality of Jasper, Parks Canada, residents, and visitors to guide community decision-making over the next 30 years.



- **A collaborative approach to community development**

The Municipality of Jasper and Parks Canada have demonstrated their commitment to work together in partnership with community members to plan for and ensure the long-term sustainability of the community.

- **A greater emphasis on building the community's economic strengths**

This Plan recognizes the primacy of tourism in the health of the local economy and recommends Strategies and Actions that will capitalize on the town's existing strengths and local knowledge of the tourism market.

- **A greater emphasis on bolstering the socio-cultural fabric of the community**

Going beyond the traditional focus on physical development (e.g. roads, buildings, infrastructure), this Plan recognizes the importance of resilient social and cultural institutions to support quality of life and community character.

This Plan is composed of five major parts:

- **Part 1** describes the existing conditions in Jasper, the population and housing projections that form the basis for this Plan, and the sustainability planning framework that was adopted by the planning partners. The sustainability framework illustrates a step-by-step progression from an overarching Community Vision Statement through more detailed sets of Principles, Goals, Indicators, Targets, Strategies and Actions.
- **Part 2** serves as the strategic section of the Plan where the Goals, Indicators, Targets, Strategies and Actions are laid out according to the Community Sustainability Principles. The emphasis in this part of the Plan is on integrating the elements to form a coherent vision of what sustainability means in Jasper.
- **Part 3** provides an additional level of detail for community sustainability describing growth management and land use patterns, as influenced by the strategic elements in Part 2.
- **Part 4** completes the Plan by specifying the major implementation tools that the Municipality of Jasper, Parks Canada and the community at large can use to make the Plan's intent become reality. A Plan does not by itself achieve its desired ends; rather it serves as a common point of departure for concerted, collaborative action toward the achievement of shared Community Goals.

The Jasper Community Sustainability Plan should be considered a *living document* that can, and likely will, change with time. As Strategies are acted upon, Goals and Targets will eventually be achieved. New Goals and Targets can thus be set as the community progresses toward its Vision of a sustainable future.

It should be noted that this Plan frequently refers to the *Regulations for the Use of Land in the Town of Jasper*, which are being implemented as Parks Canada policy. The regulations were drafted following the approval of the 2001 *Jasper Community Land Use Plan*; however, these regulations have not yet become law and remain in draft form. This Plan directs a number of changes to these regulations, which may occur after the regulations receive Parliamentary approval.

PART 1

FRAMEWORK FOR SUSTAINABILITY



1.0 INTRODUCTION

1.1 JASPER: A TOWN WITHIN A NATIONAL PARK

Jasper is a community of just under 5,000 people nestled in the Rocky Mountains of Jasper National Park of Canada, and is part of a UNESCO World Heritage Site. Jasper's beginnings as a town date back to its role as a railroad divisional point, shortly after the creation of Jasper National Park in 1907. Tourism is the primary industry today, drawing nearly two million visitors annually.

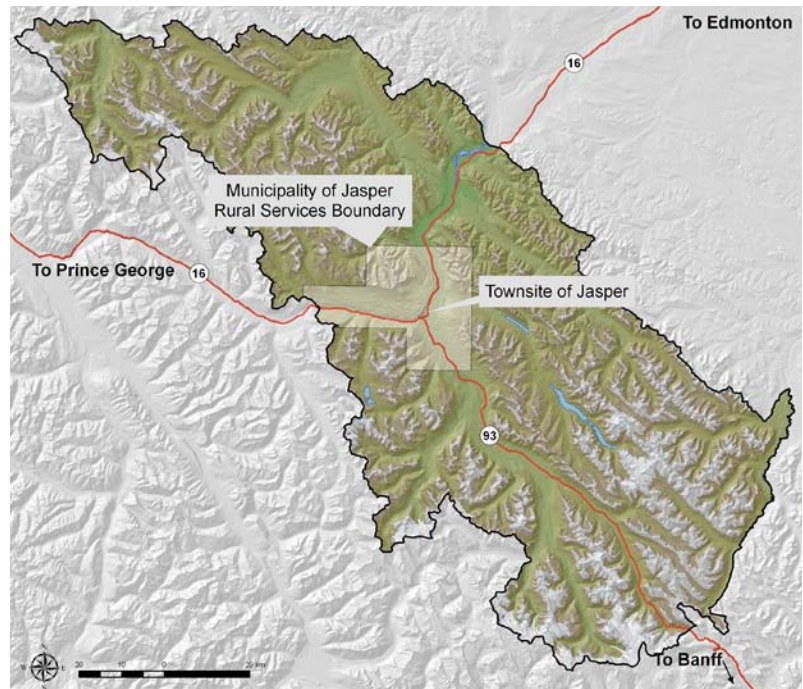
The town site is located in the ecologically important Three Valley Confluence Area of Jasper National Park of Canada, surrounded by coniferous forests, mountain lakes, and the Colin, Maligne and Victoria Cross mountain ranges. The view down the Athabasca Valley is one of the many spectacular vistas for which Jasper has become world renowned.



Jasper National Park is governed by the *Canada National Parks Act* 2000, c. 32, which states that:

Parks are hereby dedicated to the people of Canada for their benefit, education and enjoyment, subject to this Act and Regulations, and such Parks shall be maintained and made use of so as to leave them unimpaired for the enjoyment of future generations.

As part of the UNESCO Canadian Rocky Mountain Parks World Heritage Site, Jasper National Park of Canada is internationally recognized for its exceptional natural beauty and rich cultural heritage. Visitors are drawn from across Canada and around the world to be inspired by the splendour of the Park's natural environment. As the primary driver of the local tourism economy, it is vital to ensure that the Park's range of facilities and services continue to adapt and change over time.



Jasper National Park of Canada Boundaries

Jasper residents are justifiably proud of their community and value their role in presenting Jasper National Park to visitors. At the same time, the town depends on the continued prosperity of the tourism-based economy in order to provide the facilities, services, and infrastructure that support quality of life and community for residents.

The planning challenge is to satisfy both resident and visitor needs while safeguarding the ecological integrity of the park and preserving the character of the community. All the partners to this planning process – including Jasper residents, the Municipality of Jasper, and Parks Canada – share common values regarding the importance of environmental stewardship and heritage conservation. The partners are also committed to sharing these values with visitors, and to providing opportunities for visitor participation in making Jasper a wonderful place to live, work, play, and visit.

The *Jasper Community Sustainability Plan* is the first community plan for the Town of Jasper to be prepared jointly by the Municipality of Jasper and Parks Canada. The Plan provides direction for the Municipality of Jasper, Parks Canada, residents, and visitors to guide community decision-making over the next 30 years, subject to applicable legislation and policies as may be amended from time to time. Parks Canada policy requires that the land use planning and development aspects of the Plan are reviewed every 5 years. This Plan builds on the success of the 2001 *Jasper Community Land Use Plan* with a comprehensive set of strategies and planning actions that will guide future land use and development decisions, while minimizing the ecological impacts associated with human activities.

Across Canada, municipalities are increasingly aware of the need to plan for long-term community sustainability and many are moving ahead with Integrated Community Sustainability Plans (ICSPs). There are many parallels between the *Jasper Community Sustainability Plan* and these other ICSP initiatives. However, due to the unique shared governance structure of Jasper, this Plan integrates both the conventional ICSP process and the regular review of the *Community Land Use Plan* required by federal policy. The chief advantage of this approach is that the two types of plans are fully integrated.

1.2 ORGANIZATION OF THE PLAN

1.2.1 PLANNING PARTNERS

The *Jasper Community Sustainability Plan* was developed in a partnership between the Municipality of Jasper and Jasper National Park of Canada.

Overall plan responsibility rested with the Jasper Community Plan Steering Committee, made up of the Superintendent of Jasper National Park of Canada and the Mayor and Council of the Municipality of Jasper. The *Jasper Community Sustainability Plan* Working Group, an eight-member citizen committee appointed by the Steering Committee, spearheaded public discussion and consultation during plan development. Technical expertise was provided by FoTenn Planning and Urban Design, and plan development was assisted by an administrative team made up of staff members from each of the planning partners.

1.2.2 PLAN STRUCTURE

The *Jasper Community Sustainability Plan* is organized in four parts:

PART 1 – FRAMEWORK FOR SUSTAINABILITY

The first part of this Plan sets out Jasper’s broad aspirations for the future. It is here that Jasper’s Vision, Sustainability Principles and Community Goals are expressed. This part of the Plan provides the context and foundation for the comprehensive set of Strategies and Actions that follow.

WHAT IS A SUSTAINABLE COMMUNITY?

Sustainable communities:

- Protect the natural environment, work toward optimal energy use in infrastructure and buildings, and maximize use of renewable and clean sources of energy;
- Strive to provide and protect a green network and range of habitats that support a diversity of native species and complement surrounding land uses;
- Are designed with the well-being of residents and visitors in mind and foster aesthetic quality, access to goods and services, safety, and overall health and happiness;
- Incorporate a diverse mix of local economic opportunities oriented to different incomes and skills, and provide goods and services to residents in a way that fosters the financial viability and social integration of the community;
- Provide places and spaces in which diverse culture and vibrant community can be conserved, thereby fostering community expression, connection, and participation; and
- Celebrate community identity and champion community ownership and stewardship, and seek to engage the community in participatory governance.



PART 2 – STRATEGIES AND ACTIONS

Part 2 of the Plan presents comprehensive Strategies, Actions, and Goals which honour both the community and National Park contexts. The Plan also identifies Indicators and Targets that will be used to measure success over time. The Strategies and Actions support the five Sustainability Principles of:

- Environmental Integrity;
- Social Equity;
- Economic Sustainability;
- Cultural Vitality; and
- Participative Governance.

PART 3 – LAND USE PLAN

Since the *Jasper Community Sustainability Plan* will replace the 2001 *Jasper Community Land Use Plan*, the Plan contains a detailed growth management strategy and land use plan to satisfy the requirements of the *Canada National Parks Act*.

PART 4 – IMPLEMENTATION

The final part of the Plan describes the tools and mechanisms available to the Municipality of Jasper and Parks Canada to implement the Plan and monitor its success over time. This part of the Plan also describes the Plan amendment process, the anticipated timeframe for regular reviews, and the key terms used in the document.

1.3 RELATIONSHIP TO FEDERAL AND PROVINCIAL LEGISLATION

1.3.1 CANADA NATIONAL PARKS ACT

Section 33 of the *Canada National Parks Act* requires that all park communities have a community plan. The Act specifies that community plans for park communities must:

- a) be consistent with the relevant park management plan;
- b) be in accord with any guidelines established by the Minister regarding appropriate activities within a park community;
- c) provide a growth management strategy; and
- d) be consistent with the principles of:
 - i. No Net Negative Environmental Impact (3NEI); and
 - ii. Responsible Environmental Stewardship and Heritage Conservation.

The Act also requires community plans to describe the lands that comprise the park community and the lands designated for commercial uses, and to set out the maximum floor area that is permitted in the commercial zones. Any amendments to the area comprising the park community, the commercial areas or the maximum commercial floor area are subject to Parliamentary approval.

1.3.2 AGREEMENT FOR THE ESTABLISHMENT OF LOCAL GOVERNMENT IN THE TOWN OF JASPER (2001)

In 2001, The Honourable Sheila Copps, Minister of Canadian Heritage, and Mr. Richard Ireland, Chairman, Jasper Town Committee, signed the *Agreement for the Establishment of Local Government in the Town of Jasper*, which came into full effect on April 1, 2002, after a community ratification vote on July 19, 2001. This agreement describes the authorities and responsibilities of the Specialized Municipality of Jasper, created by provincial Order in Council on July 20th, 2001 pursuant to the *Alberta Municipal Government Act*.

In reflection of the terms of the governance agreement, the Province of Alberta established the Specialized Municipality of Jasper with an urban service area within the Town Of Jasper and a rural service area comprising 74,792 hectares outside the boundaries of the Town.

The agreement sets out the specific responsibilities of both the federal Minister and the Municipality of Jasper in the delivery and financing of social services, environmental protection, land use planning, culture, recreation, emergency services, and other areas. Within the Town of Jasper, the Municipality of Jasper has all the powers and authorities provided to a conventional municipality by the *Alberta Municipal Government Act*, except those relating to land use planning, development, annexation and the environment, which continue to be the responsibilities of the Minister. Outside the Town in the rural service area, the Municipality has only very limited authorities and responsibilities: structural fire protection; ambulance service; culture and recreation, library, museum and community social services; and assessment, administration, and taxation relating to these functions.

The agreement has two major implications for the *Jasper Community Sustainability Plan*. First, the Municipality of Jasper and Parks Canada must work collaboratively to achieve their common goals and objectives, while respecting their separate responsibilities and authorities. Accordingly, the portions of the *Jasper Community Sustainability Plan* which address land use planning, development and environmental matters are approved by the federal Minister, while the sections relating to municipal authority are approved by the Municipal Council. Second, the scope of the Plan extends only to those areas within the boundaries of the Town and not to those areas outside the Town but within the Municipality's rural service area.

1.4 BASIS FOR THE PLAN

The following information provides a context and set of assumptions that have been used in the development of the Plan. These projections and assumptions should be monitored on an ongoing basis and evaluated comprehensively every five years during regular plan updates.

As reported in the Federal census, the population of Jasper grew by 1.6% from 4,180 in 2001 to 4,246 in 2006, resulting in an average annual growth rate of approximately 0.3%. The Municipality of Jasper also



conducts a biennial municipal census, which reported the population at 4,745 in 2008. The average annual growth rate as reported in the municipal census between 2000 and 2008 is a modest 0.14%. The differing census results can be attributed to differences in methodology applied to each census; a shadow population (comprised of seasonal employees who are permanent residents in other communities) is recognized in the municipal census but not in the federal one. However, seasonal employees draw on municipal services and require housing just as do other residents and it is therefore important to include shadow populations in projections of future growth.

TABLE 1. Population and Dwellings in 2008 Municipal Census

Location	Population	Dwellings
Jasper Town Site	3,969	1,555
Outlying Areas	776	396
TOTAL	4,745	1,951

The number of housing units in Jasper as reported in the 2008 municipal census is 1,951, which includes housing in the outlying areas (for example, at the Fairmont Jasper Park Lodge). A planning assumption is that there will be only limited increases in housing in outlying areas, and that virtually all future housing available to Jasper residents will be located within the town boundary.

Over the past decade, Jasper has not experienced significant growth, due in part to the growth and development controls introduced in the 2001 *Jasper Community Land Use Plan*. This modest pattern of growth is expected to continue near the average rates of growth reported in the federal and municipal censuses, which are 0.31% and 0.14% respectively. Based on a range of potential average annual growth ranging between a low of 0.1% and a high of 0.3% per year, the population of Jasper in 2020 is expected to be between 4,800 and 4,920. Looking further to 2040, based on the same growth rates, the population could grow to between 4,900 and 5,225.

The *Jasper Housing Study* (2002) determined that the community would experience a need for 235 new housing units by the year 2012. For the purposes of this Plan, the current housing shortfall is estimated at 150 units taking into account housing completions since 2001. By adding this existing housing shortfall of 150 units to the housing needed to accommodate projected community growth to 2020, it is estimated that Jasper will need from 175 to 223 new housing units by the year 2020. If these growth rates continue through to 2040, the community would require an additional 40 to 125 units to be created between 2020 and 2040, resulting in an overall demand of between 215 and 348 new housing units over the full 30-year planning horizon.

These projections assume that the town boundary and commercial development caps are maintained over the lifetime of the Plan. However, were substantial future changes to be made to growth and development controls in Jasper (e.g. an increase in the commercial cap

and/or an expansion of the town boundary), population projections would need to be revisited.

It is estimated that the current allocation of residential lands, including identified opportunities for infill and redevelopment, and development of the residential reserves identified in the 2001 Plan, could accommodate between 470 and 633 housing units. This housing potential assumes a minimum density of 37 units per net hectare for new builds. The residential build-out potential in Jasper is therefore higher than the expected growth of the community to 2040, given current trends and development controls.

It is recognized that providing housing in Jasper is not simply an issue of ensuring an adequate supply of land. There are additional factors which influence the housing market in Jasper including eligible residency, high land costs, variable seasonal populations, staff housing requirements, and competing uses on residential leaseholds including private home accommodations.

The Growth Management Strategy in Part 3 provides further analysis and direction for population, housing and commercial growth in Jasper; supporting data is found in Appendix A.

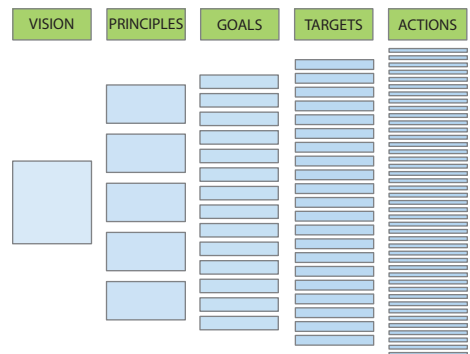
1.5 SUSTAINABILITY PLANNING FRAMEWORK

1.5.1 FROM VISION TO ACTION

The sustainability planning framework adopted to structure this Plan is a *Decision Support Framework* or *Adaptive Management Framework*. This framework facilitates translation of the Community Vision and broader Sustainability Principles into the more detailed Goals, Targets, Strategies and Actions that will guide Jasper as it moves toward sustainability. This framework has helped the community to identify, make and support decisions, and to communicate the complexity of sustainability concepts in a systematic and comprehensive way. It has helped to integrate a range of Goals and has focused stakeholder engagement in increasingly more specific discussions about key priorities.

One of the chief strengths of this framework is that it allows an understanding of how decisions build upon prior decisions, providing for the Plan to adapt and change by adding new action items. The intended progression from a shared Community Vision through increasingly detailed steps is described below:

- The framework is led by a Vision for the community. The Vision provides an image of a desired end, of an ideal that holds the Plan together. The Vision Statement forming the foundation of the *Jasper Community Sustainability Plan* is based on that from the 2001 *Jasper Community Land Use Plan*, but refined and further articulated through the community process.





- Principles are broad statements that are intended to set the direction for all decisions. The Principles for the *Jasper Community Sustainability Plan* reflect the five pillars of sustainability: Environmental Integrity, Social Equity, Economic Sustainability, Cultural Vitality and Participative Governance.
- Goals elaborate on the broader Principles and Vision. They identify the ultimate outcomes desired in the different theme areas without specifying how those outcomes will be met.
- Indicators and Targets specify Goals and measure achievements. Each Indicator measures only a part of the Goal, and provides a means to express progress toward a performance target. Targets are clearly defined, and generally are expressed in quantitative terms (i.e. a number or percentage). They measure outcomes rather than activities.
- Strategies clarify measures to achieve Targets. The challenge is to choose Strategies that help to achieve numerous Goals simultaneously.
- Actions identify the necessary steps that individuals and organizations must take in order to implement the Strategies.



1.5.2 COMMUNITY ENGAGEMENT

From the outset, the Municipality of Jasper and Parks Canada committed to a high level of community engagement in the creation of the *Jasper Community Sustainability Plan*. The Project Charter recognized that a clear and accessible public process that could both inform and enable citizens would be central to achieving community sustainability. Jasper's location within a national park required engagement be a collaborative process between the different levels of government, stakeholders, and the community. To this end, a Citizen Working Group and a Steering Committee were set up to focus on a high level of community participation in the planning process, and to facilitate communication between the planning partners, the consulting team and residents.

With the assistance of the consultants and the Administrative Team, the first task of the Working Group was to create a comprehensive Community Engagement Plan. The Community Engagement Plan described the ways in which the Working Group proposed to involve the public in the process. To aid in identifying the project, a logo was created for the *Jasper Community Sustainability Plan* which evokes the mountain environment of Jasper National Park, as well as the opportunities for active outdoor recreation that are afforded residents and visitors alike.

A website was set up for the *Jasper Community Sustainability Plan* during the engagement process to provide information and background materials throughout the process, as well as opportunity for community members to submit comments on the Plan and the planning process. A link from Parks Canada's website also directed interested parties to the project website, allowing all Canadians the opportunity to comment.



Many Jasper residents responded enthusiastically to the call for their participation in the Plan. A great deal of input was received through a diverse set of community engagement events, interviews and electronic comments received via the website and email. Events included:

- Kickoff – A community gathering to introduce the planning process and planning partners, and to begin the community discussions about what sustainability means for Jasper.
- Vision and Principles Workshop – A workshop to refine the Vision Statement and Principles for the Plan and to focus attention on the community’s principal assets.
- Pecha Kucha nights – A series of three popular and entertaining gatherings at well-known locations that enabled residents to share their insights and opinions on community sustainability through short presentations.
- Goals Workshop – A two-evening workshop to develop a comprehensive set of Goals for each of the Plan’s major themes.
- Strategies and Actions Workshop – A one and a half day workshop to elaborate on specific Strategies and Actions to achieve the Community Goals.
- Tourism Workshop – A half-day workshop with local business people and government representatives to focus on specific strategies for tourism and local economic development.
- Peer Review Workshops – A series of short workshops with task forces of local individuals to review and refine the Goals, Strategies and Actions that had been developed to date.



The Community Engagement Plan and a full record of the public input received during the planning process can be found in the appendices of the Summary of Community Engagement for Phases 1 and 2 of the project, the notes from the Tourism Workshop and Five Pillars Peer Review Workshops, and the Community Comments Matrix (which references all of the comments received during plan development). These documents can be accessed via the *Jasper Community Sustainability Plan* web page at (www.jasper-alberta.com), and/or upon request from the offices of the Municipality of Jasper and Parks Canada.

In addition to community engagement and to gather Aboriginal input for the *Jasper Community Sustainability Plan*, Parks Canada involved Aboriginal groups through mail-outs, presentations at Aboriginal Forums, and community visits.

1.5.3 PLAN SCOPE

The *Jasper Community Sustainability Plan* will address issues within the geographical area defined by the town boundary, as set out in Schedule 4 to the *Canada National Parks Act*. This Plan does not address development outside of the Town of Jasper; however, the Plan has considered the impact and contributions of businesses outside the town boundary in the broader scope of the Jasper economy and of cultural and recreational opportunities.



WHAT DOES SUSTAINABILITY MEAN TO JASPER?

For Jasper, sustainability is about creating a community that simultaneously addresses and achieves **environmental** integrity, **economic** sustainability, **social** equity and **cultural** vitality, all supported by inclusive and participative **governance** structures.

Commercial properties and hostels outside of the community are considered in the *Redevelopment Guidelines for Outlying Commercial Accommodations and Hostels in the Rocky Mountain National Parks*. Direction for the management of these facilities is reflected in the *Jasper National Park of Canada Management Plan*.

The *Jasper Community Sustainability Plan* will form the guiding framework for development in Jasper. However, the Plan is part of the larger collection of documents that guide and inform Jasper's development.

The major Parks Canada documents currently used to manage Land Use Planning in the Town of Jasper include:

- The *Canada National Parks Act*;
- The *Jasper National Park of Canada Management Plan*;
- The *Jasper Community Land Use Plan* (2001);
- The *Town of Jasper Zoning Regulations**;
- The *Regulations Respecting the Use of Land in the Town of Jasper**; and
- The *Architectural Motif Guidelines for the Town of Jasper*.

While this Plan replaces the 2001 *Jasper Community Land Use Plan*, and the *Town of Jasper Zoning Regulations** will be repealed, the *Regulations Respecting the Use of Land in the Town of Jasper** and the *Architectural Motif Guidelines* continue to inform land use and development decisions in Jasper.

Building exteriors and the design of outdoor spaces for all public and private developments continue to be subject to the *Architectural Motif Guidelines*. The *Guidelines* establish a mountain architecture aesthetic that contributes to the character of the townscape. The *Guidelines*, however, were developed prior to advances in sustainable building practices and initiatives and are limited in their ability to accommodate current green building techniques. As a result of this Plan and its expression of the community's strong support for more sustainable and environmentally responsible community development, the *Town of Jasper Zoning Regulations**, the draft *Land Use Regulations** and the *Motif Guidelines* require amendment.

A number of Parks Canada and municipal documents and studies informed the Plan and provided detailed information. These documents are listed in Appendix D.

1.6 VISION FOR THE FUTURE

1.6.1 VISION 2040

As part of the public engagement process used to develop this Plan, the 1997 Jasper Town Vision Statement was reviewed by the community at a Vision and Principles Workshop in November, 2008. While Jasper residents affirmed that the fundamental elements of the Vision Statement continue to resonate, they also recommended some key changes to place greater emphasis on the value of environmental stewardship, the economic importance of tourism, and enhancements to community quality of life.

The revised Community Vision articulates a picture both of community values and of a more sustainable future. The Principles, Goals and Actions contained in this Plan reinforce the Vision and offer a means of reaching toward it.

VISION STATEMENT

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

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

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

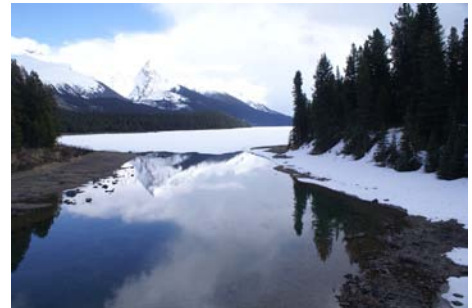
Jasper is represented by locally-elected residents administering a form of municipal government designed and accepted by the community and Parks Canada. Planning and decision-making are characterized by a high degree of local participation which respects both community and National Park values and authorities.

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

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

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

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





1.6.2 PRINCIPLES

The five Sustainability Principles that have been adopted to guide this Plan toward its Vision address the five pillars of sustainability – environment, society, economy, culture, and governance. Within the National Park context, these five Principles must be considered in all community decision-making.

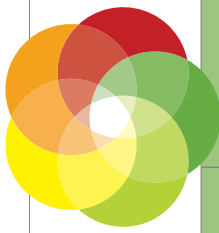
JASPER COMMUNITY SUSTAINABILITY PLAN PRINCIPLES

- Foster sustainable living by reducing community resource dependency and demonstrating leadership in environmental stewardship.
- Foster quality of life by building social sustainability, promoting lifelong learning, and ensuring a healthy, connected, and equitable social environment for all residents.
- Foster a healthy economy that sustains meaningful employment and life-stage appropriate standards of living, and which provides favourable conditions for investment.
- Foster cultural vitality by celebrating and enhancing the community's sense of place, heritage and cultural traditions.
- Foster inclusive and collaborative governance by engaging the community as an active partner in making decisions for a sustainable future.

1.6.3 COMMUNITY GOALS

Community Goals have been developed based on community input as well as direction from the Working Group, Steering Committee, the Municipality of Jasper, and Parks Canada. Each of the Goals is a clear statement supporting the Vision and Principles, and provides direction for the specific Strategies and Actions developed in Parts 2 through 4 of the Plan. During the community engagement events, discussions centred on a series of themes which in some cases supported more than one Sustainability Principle. As part of the engagement process, Community Goals were developed to articulate the specific aspirations of the community within the different theme areas. The Goals, along with the Vision and Principles, form the basis of the Plan's directions and illustrate a shared understanding of Jasper's future. The table on the following page illustrates the progression of the Principles, through the themes and into the Community Goals which form the basis for the Actions and Strategies in the rest of this Plan.

** Land use planning and development authority for the Town of Jasper is set forth in the Canada National Parks Act 2000, c. 32, and in all applicable regulations and policies made thereunder. It is anticipated that the Town of Jasper Zoning Regulations C.R.C., c. 1111, will eventually be replaced by the Regulations Respecting the Use of Land in the Town of Jasper, which are currently in draft form and being implemented as policy, where applicable, until they come into effect.*

PRINCIPLES	THEMES	GOALS
 ENVIRONMENT	Natural Environment	Be a leader in environmental stewardship.
		Protect Jasper's air quality and promote dark skies.
		Be responsible stewards of land and soil resources.
		Protect Jasper's water resources and water quality.
		Minimize negative interactions between wildlife and people.
	Land Use	Protect forests and native plant communities in Jasper and surrounding area.
		Ensure that all new development and redevelopment meets a green standard.
	Energy	Promote efficient land use and compact development that supports mixed use and walkability.
		Practice and promote energy conservation.
	Services	Promote green energy practices.
Provide municipal services that are cost-effective and minimize environmental impact.		
Waste	Practice and promote responsible waste management.	
	Practice and promote water conservation.	
Water	Promote walking and cycling in Jasper.	
	Manage vehicle traffic and parking efficiently.	
	Support and promote affordable and accessible alternatives to the private automobile for local travel in Jasper.	
ECONOMY	Tourism and Local Economic Sustainability	Create and sustain a viable tourism-based economy which honours the National Park context.
		Facilitate high-quality visitor experiences in the National Park setting.
		Reduce the seasonality of the tourist economy.
		Support and showcase Jasper as a green destination and a leader in environmental practices and sustainability.
	Ensure that tourism in Jasper contributes to a high quality of life.	
Transportation	Increase transportation options and access to and from Jasper.	
SOCIETY	Housing	Increase the availability and affordability of housing in Jasper and provide a balance of tenure and housing types.
		Manage the gradual change and redevelopment of existing residential areas in a way that moderately increases overall average densities and protects quality of life.
		Ensure that residential areas incorporate measures to enhance safety, minimize crime and foster positive community interaction.
	Land Use	Maintain and enhance designated Open Space areas in Jasper.
	Emergency Management	Ensure that Jasper is prepared to respond to emergencies.
	Recreation	Support healthy lifestyles and recreation.
	Health	Promote the physical, mental, and social well-being of the community.
Well-Being	Support and promote opportunities for personal growth and learning within the community.	
CULTURE	Land Use	Ensure that Jasper is a safe community.
		Project a clear community identity that reflects Jasper's history, landmarks, natural resources and sense of place.
	Culture	Support and promote arts and culture within the community.
		Promote respect and understanding for Jasper's cultural heritage.
GOVERNANCE	Governance	Support and promote diversity and social interaction in the community.
		Encourage all Jasper residents to be engaged in decision-making processes and develop their capacity for leadership within the community.
		Promote government decision-making that is collaborative, accessible, transparent and accountable to the community.
		Integrate sustainability considerations into community governance.
		Create planning, land use and development review practices and processes that incorporate meaningful opportunities for public and Municipal involvement in decision-making.
Ensure long-term municipal fiscal sustainability.		



PART 2 STRATEGIES AND ACTIONS



2.0 ACTING ON THE VISION

The Vision, Principles and Goals presented in the previous section serve as the guiding framework for the Plan. To realize these broad community aspirations, the community needs a map charting the course toward sustainability.

Each of the Plan's Strategies and Action sets are mapped against the five Sustainability Principles – Environmental Integrity, Social Equity, Economic Sustainability, Cultural Vitality, and Participative Governance. Read together, the set of Actions listed under each heading form the comprehensive Strategies that have been developed for this Plan.

These Actions are a synthesis of existing policies, public direction provided during plan consultation and community engagement, expert and professional input, input from the planning partners, and inputs reflecting fiscal realities. In some areas community views were

contradictory, and difficult choices were made to select the Actions needed to implement the Plan’s Vision, Principles and Goals.

The Actions for the Plan are contained in Parts 2 and 3: Part 2 outlines the Actions according to the five principles; actions relating to growth management and land use are contained in Part 3 to satisfy the requirements of the *Canada National Parks Act*.

Augmenting the Actions are Indicators and Targets providing the community with ways to measure progress as the Plan is implemented. These Indicators and Targets were developed through a review of best practices, benchmarks, existing policy and local conditions in Jasper. They are a set of tools included in the Plan to measure and assess ecological, economic and social performance. Core Indicators are highlighted with relevant Actions throughout the text in Part 2. Discussion of monitoring tools is found in Part 4, and the full set of Targets and Indicators is contained in Appendix B.

2.1 ENVIRONMENTAL INTEGRITY



PRINCIPLE

Foster sustainable living by reducing community resource dependency and demonstrating leadership in environmental stewardship.

The natural environment comprises the individual elements and interconnected systems that together sustain life on the planet. There is increasing evidence that human activities are stressing natural systems beyond their capacity to generate resources and assimilate wastes. Jasper residents are increasingly aware of their collective impact on the environment and are committed to taking action to ensure the responsible stewardship and protection of environmental resources.



2.1.1 NATURAL ENVIRONMENT

The *Canada National Parks Act* (2000) establishes that the first priority in the management of parks shall be the maintenance or restoration of ecological integrity. This is defined in the Act as “a condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components, the composition and abundance of native species and biological communities, rates of change, and supporting processes.” In support of the maintenance or restoration of ecological integrity, community plans for national park communities must be consistent with the principles of No Net Negative Environmental Impact (3NEI), and responsible environmental stewardship.

Acting on the No Net Negative Environmental Impact principle, which reflects the definition of sustainability, should mean that wildlife, plants, water, air, soil, and the processes that connect them will be no worse off in the future than they are today.

From the 3NEI perspective, net outcomes from the cumulative impacts of development and park operations should be positive or neutral, but never negative. Parks Canada’s intention is that communities within park boundaries should be models of excellence in environmental management and both the 2009 *Jasper Community Vision Statement* and its predecessor show community support for this principle.

The *Jasper National Park Of Canada Management Plan* suggests that the park is a living example of how nature can be protected at the same time as appropriate kinds and levels of human activity are welcomed. Human use of the park requires the construction and maintenance of infrastructure such as roads, rails, and trails, and this development has implications for wildlife habitat, native species and natural systems. The majority of development, including the Town of Jasper, is located in the productive montane eco-region in the Athabasca River valley. Without proper management and design in this area, there is potential for fragmentation of wildlife and aquatic habitats. Limits to community growth are a key component in the relationship between the Jasper town site and surrounding natural areas.

The Municipality of Jasper is a participant in the Partners for Climate Protection Program, a network of Canadian municipal governments who have committed to reducing greenhouse gases and acting on climate change.

GOALS

- Be a leader in environmental stewardship.
- Protect Jasper’s air quality and promote dark skies.
- Be responsible stewards of land and soil resources.
- Protect Jasper’s water resources and water quality.
- Minimize negative interactions between wildlife and people.
- Protect forests and native plant communities in Jasper and surrounding area.

ACTIONS

- 1. NO NET NEGATIVE ENVIRONMENTAL IMPACT**
 - The Municipality and Parks Canada will consider the principles of No Net Negative Environmental Impact and responsible environmental stewardship in their decision-making processes.
- 2. RESPONSIBLE ENVIRONMENTAL STEWARDSHIP**
 - The Municipality of Jasper and Parks Canada will maintain their Environmental Stewardship Advisory Committee to provide advice on matters relating to environmental stewardship.
 - The Municipality of Jasper and Parks Canada will continue to sponsor and coordinate joint Environmental Stewardship programs to ensure that the environmental stewardship priorities of both partners are met.
 - The Municipality and Parks Canada will collaborate with local partners on specific initiatives to promote environmental stewardship at a local level.



INDICATORS AND TARGETS

Indicators and Targets are highlighted throughout the Plan beside the associated Goals and Actions. Each Indicator is numbered (#) and, while the Indicators do not appear consecutively in the text, the full set of Indicators and Targets can be found in Appendix B.



NATURAL ENVIRONMENT INDICATORS

Contaminated sites and remediation status (35)

TARGET: All identified sites remediated and/or risk managed

Number of incidents where effluent concentrations from the wastewater treatment plant exceed maximum levels, as established in the operating agreement and applicable water quality legislation (36)

TARGET: Zero

Concentrations of contaminants of concern in wastewater effluent (37)

TARGET: Within allowable water quality guidelines established by federal and/or provincial legislation (as per operating agreement for the wastewater treatment plant)

Concentrations of contaminants of concern in receiving waters (i.e. Athabasca River) (38)

TARGET: Within allowable water quality guidelines established by federal and/or provincial legislation

Number of dangerous wildlife encounters within the community (39)

TARGET: Fewer than 24 elk-human conflicts per year in the Townsite Elk Management Zone

Number of sites with non-native species; area and density of non-native species (40)

TARGET: Below baseline levels and below levels which could negatively affect native plant communities or ecological integrity



ACTIONS

INTEGRATED PEST MANAGEMENT

Integrated Pest Management (IPM) is a broadly-based method that uses all suitable control measures to reduce pest-related losses to an acceptable level with the goal of respecting genetic diversity and reducing risks to human health and the environment.

The elements of IPM include:

- a) planning and managing population systems to prevent organisms from becoming pests;
- b) identification of potential pests;
- c) monitoring populations of pests, beneficial organisms and all relevant environmental factors;
- d) using injury thresholds in making treatment decisions;
- e) application of cultural, physical, biological, behavioural and chemical control measures to maintain pest populations below threshold levels; and
- f) evaluation of effects and efficacy of pest control measures used.

Integrated Pest Management, Parks Canada Management Directive 2.4.1 December 1998

FIRESMART/FORESTWISE

For the past several years Parks Canada, the Foothills Research Institute, the Municipality of Jasper, the Jasper Volunteer Fire Brigade, the Métis Nation of Alberta, and a number of other partners have been working on a FireSmart/ForestWise project to reduce the risk of severe forest fire around the townsite and to restore the ecological condition of the fire-dependent areas of the montane ecoregion. FireSmarted forests have been thinned and cleared to reduce debris that could fuel a wildfire. As part of this project, areas around the townsite and major facilities, such as outlying commercial accommodations, have been thinned to create more open forests that are less susceptible to catastrophic forest fire. Jasper residents have been volunteering to work on smaller demonstration areas.

3. CLEAN AIR AND SKIES

- The Municipality of Jasper will complete the milestones of the Partners for Climate Protection (PCP) program sponsored by the Federation of Canadian Municipalities, including conducting a greenhouse gas inventory, developing and implementing a local action plan and monitoring results.
- The Municipality of Jasper will continue to develop bylaws and policies in support of clean air.
- The Municipality of Jasper and Parks Canada will work toward establishing Jasper as a Dark Sky community by incorporating Dark Sky practices or similar principles into development requirements to preserve the natural nightscape, and will incorporate Parks Canada's *Best Practices and Specifications for Outdoor Lighting* (2008) into public and private development requirements.

4. LAND AND SOIL PROTECTION

- The Municipality of Jasper and Parks Canada will monitor snow dumping procedures to identify potential contaminants and, should problems be identified, work to mitigate contamination.
- Parks Canada and the Municipality will continue to work with local partners to identify and manage contaminated sites within the community.
 - Newly suspected contaminated sites will be investigated according to the most current practices regarding contaminated sites and added to the federal contaminated site inventory;
 - To the extent possible, contaminated sites will be remediated and/or risk managed to mitigate environmental and human health impacts.

5. PLANTS AND NATURAL LANDSCAPE

- The encroachment of high-priority non-native plant species into the community will be monitored and Parks Canada and the Municipality will continue efforts to reduce the presence of such species.
- The Municipality of Jasper and Parks Canada will design and implement a community-wide pesticide reduction plan, including:
 - Integrated pest management practices, with no use of herbicides or pesticides for aesthetic purposes in the Town; and
 - A public education program.
- The Municipality will update the *Town of Jasper GreenSpace Vision Plan* (2003) as it applies to public spaces and roadway medians with emphasis on native vegetation that provides visual interest in all seasons.
- The Municipality of Jasper and Parks Canada will implement the recommendations of the *Urban Forest Management Plan* when approved, and will review and amend that plan over time to improve its effectiveness.



ACTIONS

- The Municipality of Jasper and Parks Canada will continue long-term implementation of the FireSmart/ForestWise Program.

6. WATER QUALITY

- Parks Canada and the Municipality will continue to monitor water quality in the Athabasca River and take action if required to ensure a healthy aquatic ecosystem.
- The sewage treatment plant will meet effluent standards, as agreed to by Parks Canada and the Municipality of Jasper.
- The Municipality and Parks Canada will enhance current stormwater management practices by:
 - Monitoring contaminant concentrations in stormwater flows and receiving waters;
 - Undertaking appropriate stormwater management actions if stormwater monitoring efforts identify a need for additional stormwater treatment; and
 - Developing public education materials for residents and visitors to prevent discharges of pollutants into storm sewers.
- Within the town boundary, all those areas contiguous with Cabin Creek and not otherwise accounted for by lease or license of occupation will be designated the Cabin Creek Riparian Zone. Working with residents and lessees, Parks Canada and the Municipality will work to reduce impacts in the Cabin Creek Riparian Zone while respecting leaseholder rights.

7. WILDLIFE

- Areas within the community that attract wildlife will be modified to prevent habituation. *The Community Action Plan for Elk Management (2000)* and the *Bear/Human Conflicts Management Plan (1998)* will be reviewed every 5 years and amended as needed to improve their effectiveness.
- Parks Canada and the Municipality of Jasper will create and deliver a public education program to reduce the risks of hazardous wildlife-human interactions.
- Should the wildlife population in and around the townsite clearly exceed the upper range of natural variability, Parks Canada will follow the *Management of Hyperabundant Wildlife Populations in Canada's National Parks (Parks Canada Management Directive 4.4.11, December 2007)*.

CONTAMINATED SITES IN JASPER

Contamination of soil and water may result from poor management practices at service stations, storm water run-off from streets, accidental spills, leaky fuel storage tanks and many other sources. Impacts of contamination may be environmental or human health related. Environmental effects are dead or stunted vegetation, loss of species diversity or wildlife health issues. Human health impacts may include chronic health complaints, increased risk of cancers, genetic disorders or even acute symptoms such as burns.

Being located in a national park, Jasper is relatively clean, but a century of human use has left its mark. The Town is surrounded by old dump sites, the railyard contains diesel-contaminated soils, and there is salt build-up from snow removal and road maintenance. Currently there are four identified contaminated sites within the Town and six more within two kilometres of the town boundary. The sites are primarily mixed waste, salt and fuel related.

Site	Contamination Present	Action Proposed
S Block	Hydrocarbons (Fuels)	Additional assessment
Parks Maintenance Compound	Salt, Hydrocarbons	On-going monitoring of groundwater wells
Rail Yard	Hydrocarbons, Metals	Monitoring and installing additional groundwater wells
Stormwater Outfall	Metals, Hydrocarbons	Additional assessment, possible changes to stormwater handling

Additional sites with known contamination near the town include Sleepy Hollow dump site, woodyard dump site, golf course facilities, Pyramid Lake Bench dump site, Whistler snow dump, and former sewage lagoons.



BUILT ENVIRONMENT INDICATORS

Number of new housing units created in each zone in the community (2)

TARGET: Monitor trends

Number of building projects that meet a green standard (e.g. LEED™, Built Green) (5)

TARGET: All new public buildings to meet LEED™ Silver Standard, and LEED™ certification for those buildings over 500 m² (5,382 sq.ft); other Targets to be set through green building policy

Average household energy consumption (6)

TARGET: Reduction from baseline value (establish baseline using equivalent population)

Per capita residential water consumption (7)

TARGET: Reduction from baseline value (establish baseline using equivalent population)



2.1.2 BUILT ENVIRONMENT

GOALS

Ensure that all new development and redevelopment meets a green standard.

Promote efficient land use and compact development that supports mixed use and walkability.

The actions taken in the construction and management of the built environment can have a significant impact on environmental integrity. The adoption of sustainable planning and building practices and standards can have a significant impact on the community's physical and carbon footprints, through both increased density and reduced use of resources.

ACTIONS

1. GREEN BUILDING POLICY

- Parks Canada and the Municipality of Jasper will work collaboratively to develop a comprehensive Green Building Policy for public and private buildings. The policy will include guidelines and incentives for the renovation of existing buildings and the construction of new green buildings based on nationally-recognized certification programs such as Built Green, LEED™, R-2000, EnergyStar or others. The *Architectural Motif Guidelines* will be amended to provide both for green renovation and for construction of new green buildings.
- Until a Green Building Policy is developed:
 - All new public buildings under 500 m² (5,382 sq.ft) will meet design and construction requirements associated with the LEED™ silver standard; and
 - All new public buildings greater than 500m² (5,382 sq.ft) will be certified at the LEED™ silver standard.

2. DENSITY AND MIXED USE

- The Municipality and Parks Canada will support mixed use development and a managed, modest and incremental overall increase in density that complements existing community fabric by:
 - Permitting infill and redevelopment of vacant and underutilized sites;
 - Continuing to permit secondary suites, private home accommodations and home-based businesses in appropriately-zoned residential areas;
 - Ensuring commercial developments provide the required staff accommodation units; and
 - Encouraging the development of engaging and liveable streetscapes characterized by benches, mature vegetation, appropriate architecture, and pedestrian linkages.

2.1.3 SERVICES

GOALS

- Practice and promote energy conservation and green energy practices.
- Provide municipal services that are cost-effective and minimize environmental impact.
- Practice and promote responsible waste management.
- Practice and promote water conservation.

The design and delivery of municipal services has a significant impact on Jasper's physical and social environment. The Municipality's service delivery responsibilities offer opportunities to adopt more sustainable and innovative technologies and initiatives.

Many initiatives and services already in place consider sustainability; related Actions have been developed in this Plan to reinforce and supplement these efforts.

The recent provision of new recycling facilities and the implementation of a composting program have the potential to generate increases in solid waste diversion; however, these programs are not operating at their full potential and significant increases in waste diversion have not yet been achieved.

Electrical consumption is also an important consideration in Jasper, particularly since the community is not connected to the provincial power grid. It will be essential both to manage demand and ensure that adequate power generation capacity is available to supply the community over the long term. Opportunities to reduce Jasper's consumption of fossil fuels also exist. In support of No Net Negative Environmental Impact (3NEI), Jasper's new wastewater treatment plant operates at more stringent standards and guidelines than required by the Province of Alberta. There is potential for additional conservation initiatives to protect valuable water resources.

ACTIONS

1. COORDINATED ENERGY, WATER CONSERVATION AND WASTE REDUCTION STRATEGY

- The Municipality and Parks Canada will work with community partners to develop a coordinated community-wide sustainable services strategy to begin the community's transition to renewable energy sources, enhanced energy and water conservation practices, and solid waste reduction systems.

2. ENERGY

- The Municipality and Parks Canada will pursue partnerships with community partners and ATCO Electric to design and implement community-wide energy conservation initiatives. The program will be integrated with federal and provincial energy conservation initiatives and offer information and education on energy conservation options for homes and businesses.



SERVICES INDICATORS

Average household energy consumption (6)

TARGET: Reduction from baseline value (establish baseline using equivalent population)

Percentage of local energy generated from renewable sources (41)

TARGET: Improvement from baseline of roughly 11% hydroelectric power

Percent of residents who rate adequacy and accessibility of municipal services as satisfactory or better (43)

TARGET: Establish baseline and set Targets

Percent of waste composted and recycled (44)

TARGET: 50%

Kilograms of waste sent to landfills per capita annually (adjusted for equivalent population) (45)

TARGET: Less than 500 kg per capita

Per capita residential water consumption (46)

TARGET: Reduction from baseline value (establish baseline using equivalent population)

Total water consumption per capita (47)

TARGET: Reduction from baseline value (establish baseline using equivalent population)





ACTIONS

WASTEWATER TREATMENT

Municipal responsibility for wastewater treatment began in 2001 with the Agreement for the Establishment of Local Government in Jasper. Prior to 2001, wastewater treatment had been a Parks Canada responsibility.

The former lagoon-style plant had reached the end of its lifespan and there were measurable impacts on water quality in the Athabasca River. A new plant was commissioned in 2003. Funding was shared between Parks Canada, the Province of Alberta, and the Municipality.

In recognition of Parks Canada's mandate to maintain ecological integrity of aquatic environments the Municipality and Parks Canada agreed to operating standards more stringent than those required by Alberta Environment, based on the 2000 *Jasper National Park of Canada Management Plan* leadership standards[†]. These standards are set for the cold and nutrient-poor waters in the mountain national parks. They emphasize control of nutrients including nitrogen and phosphorus which are recognized as key factors impacting aquatic environments.

[†]A less stringent standard was adopted for phosphorous as the leadership target is not yet achievable with current treatment technology. It may be desirable at some future date to move from the agreed-upon phosphorus standard of < 0.5 mg/l to a more stringent standard. Parks Canada committed, in the Agreement for the Establishment of Local Government in the Town of Jasper (2001) to funding the necessary plant upgrade if the more stringent standard is adopted.

- The Municipality and Parks Canada will pursue opportunities to promote and support green energy alternatives, including solar hot water heaters and electrical panels, geothermal heating and cooling systems, and other appropriate technologies.
- Parks Canada will amend the *Architectural Motif Guidelines for the Town of Jasper* to incorporate green energy technologies.

3. WATER

- The Municipality and Parks Canada will develop and implement water conservation programs including:
 - Requirements for all new developments and redevelopments to install water-saving fixtures such as low-flow showerheads and toilets;
 - Encouraging water conservation in both public and private buildings; and
 - Developing and delivering public education programs.

4. WASTE MANAGEMENT

- The Municipality and Parks Canada will review Waste Transfer Station operations to improve cost effectiveness and environmental operating standards, and will develop a long-term plan to address future operations, including the impact of the closure of the Transfer Station waste pit.
- The Municipality will develop a comprehensive community-wide waste management plan with progressive waste diversion targets that meet or exceed provincial requirements. The waste management plan will consider:
 - A schedule for periodic waste audits measuring community performance against waste diversion Targets;
 - A communications program for residents, businesses and visitors to challenge households, commercial operators and tourists to significantly reduce the amount of garbage sent to landfills;
 - Cooperation with the Province of Alberta on provincial waste reduction initiatives such as the Construction and Demolition Waste Reduction Program;
 - A comprehensive proposal to reduce the use of disposable items in the community, such as water bottles and plastic bags;
 - Expansion of the current household organics composting program to include a full range of compostable materials;
 - Encouragement for all festivals and public events to use only reusable, recyclable or compostable materials; and
 - Expansion of residential waste programs to include composting bins in residential areas.

2.1.4 TRANSPORTATION NETWORKS

GOALS

- Promote walking and cycling in Jasper.
- Manage vehicle traffic and parking efficiently.
- Provide affordable and accessible alternatives to the private automobile for local travel in Jasper.

Transportation networks allow access to and within Jasper, but they also represent significant infrastructure and environmental impact. Transportation consumes a significant amount of fossil fuels and is currently responsible for more than a quarter of all carbon dioxide emissions on a national basis (source: David Suzuki Foundation website). Economically and socially, the range of transportation options available in the community must be both sufficient and affordable. As a popular tourist destination, Jasper requires adequate transportation infrastructure to serve residents and to accommodate significant numbers of visitors during peak summer months.



TRANSPORTATION NETWORKS INDICATORS

Percent of workers who walk or cycle to work (11)

TARGET: No less than baseline of 57% in 2006

Percent of streets that have a sidewalk on one or both sides (12)

TARGET: 100%

Number of parking stalls in the Central Business District (15)

TARGET: Manage parking supply to satisfy resident and visitor needs

ACTIONS

1. STREETS FOR CARS, PEDESTRIANS AND CYCLISTS

- In the design of new streets or the redesign of existing streets, the Municipality will respond to the needs of pedestrians and cyclists, and consider environmental improvements by including features such as:
 - Comfortable and engaging public spaces and seating;
 - Infrastructure that encourages walking and cycling; and
 - Features to provide accessibility to mobility and/or visually-impaired individuals.
- Portions of Elm Street and/or Patricia Street will be considered for temporary closure to vehicles during special events, holidays, and/or on peak tourist days, subject to any applicable regulations regarding the provision of essential services.
- The Municipality will make road and pedestrian infrastructure improvements.
- The Municipality will prepare a cycling study to determine cycling routes, linkages, and the feasibility of cycling lanes.
- Pedestrian and cycling systems will be integrated with Open Space areas and trailheads where possible. Landscaping, signage and mapping will be used to identify and enhance pedestrian and cycling routes for visitors.
- Bicycle racks will be installed and maintained in appropriate numbers and locations throughout commercial and institutional districts.

2. TRAFFIC MANAGEMENT

- Connaught Drive will continue to be the primary corridor through the community and the main truck and bus route. Tour buses will be directed to use Connaught Drive as their primary route while their use of residential streets will be restricted to those leading directly to visitor accommodation, such as Juniper Avenue and Bonhomme Street. Overnight parking of buses on residential streets will continue to be prohibited.





ACTIONS



- The *Jasper Townsite Transportation Study* (1994) will be updated to reflect current visitor and user patterns, consider the needs of commercial transportation operators, bus operators, tour operators, and rafting operators and their impacts on the community, and recommend transportation sector solutions. The updated study will be used to guide traffic and parking management decisions, including consideration of the potential need for additional traffic signals.

3. PARKING

- All new development and redevelopment will continue to be required to provide parking at the ratios specified in applicable land use policies and regulations*. Subject to development approval, parking requirements for new development and redevelopment in the Central Business District may continue to be met in part through cash-in-lieu-of-parking contributions to the Jasper Parking Authority. Parking Authority funds are prioritized for:
 - The construction and/or improvement of public parking facilities in the community; and
 - The creation and/or operation of a local transit system.
- The Municipality will work to increase visitor use of off-street parking through a program of maps and improved public signage.
- Overnight parking for buses and recreational vehicles (RVs) will continue to be provided in non-residential areas of the community such as parking lots along Connaught Drive, in S Block, and near the lumberyard.
- The Municipality will examine the potential for paid parking – either on-street, off-street, or both – and will consider the use of paid parking both as a means of influencing parking behaviour and of obtaining parking revenue.
- If future demand requires additional parking, development of a parking structure will be considered. The lot on the east side of Connaught Drive south of Cedar Street has the potential to be the site of a two-level parking structure designed to fit with the surrounding street level profile.

4. SUSTAINABLE TRANSPORTATION INITIATIVES

- The Municipality will examine the feasibility of developing sustainable transportation options, such as a car-sharing program or a public bike-share system. If such programs are feasible, the Environmental Stewardship Advisory Committee may be asked to assist in establishing the program.

5. PUBLIC TRANSIT

- The Municipality of Jasper and local partners will examine the feasibility of a green transit system to serve both visitor and resident needs within the town. Any transit system implemented in Jasper will feature green transit vehicles designed to minimize greenhouse gas and particulate emissions.
- The Municipality and Parks Canada will continue to work with local partners to develop a green bus service to link key attractions and walkable routes within Jasper and the surrounding area outside of

ACTIONS

the townsite (e.g. parking lots, campgrounds, nearby day use areas).

6. REGIONAL TRANSPORTATION

- The Municipality of Jasper and Parks Canada, along with local and regional partners, will pursue the development of a coordinated regional transportation system offering enhanced connections to major cities and airports, other Rocky Mountain Park communities (such as Banff and Lake Louise) as well as communities outside the Park, including Hinton and Valemount.

2.2 ECONOMIC SUSTAINABILITY

PRINCIPLE

Foster a healthy economy that sustains meaningful employment and life-stage appropriate standards of living, and which provides favourable conditions for investment.

Tourism is the economic mainstay of Jasper; more than half of Jasper’s jobs are directly related to the tourism industry, and most other jobs are at least partly dependent on tourism for their customers and clientele. Typically, small towns act as service centres for surrounding rural populations; however given Jasper’s location within a national park, this pattern does not apply. The business services and amenities in town have been designed for tourism, and consequently the character of facilities favours tourist services more than resident-oriented services.

Visitation fuels the local economy and for Jasper to continue to draw sufficient numbers of tourists to support a sustainable economy, there is a need to focus on the delivery of high-quality visitor experiences. Over time, the existing stock of tourist accommodation and community amenities will require upgrading to meet changing market expectations and to remain competitive with other Rocky Mountain destinations and competition elsewhere. As visitor demands and attitudes change over time, the range of services and amenities will need to evolve to meet those expectations, while also responding to the need to adopt sustainable practices and respect the community’s national park context. The Jasper community is an enthusiastic champion of environmental stewardship practices and can continue to use this momentum to position itself as a sustainable community and a green destination. Many of those aspects which make Jasper attractive to visitors also make it attractive to residents. However, in growing the tourism market, it will be necessary to ensure that those tourism factors which can have negative effects on quality of life for residents do not overwhelm the positive attributes that make Jasper a desirable place to live.

Development of the *Jasper Community Sustainability Plan* sparked considerable discussion about the role of government in economic sustainability generally and, more specifically, about the roles of the two planning partners in Jasper’s tourism economy. Plan Actions are based on the view that the role of government in economic sustainability is to foster a healthy economy; that is, to assist in providing an environment

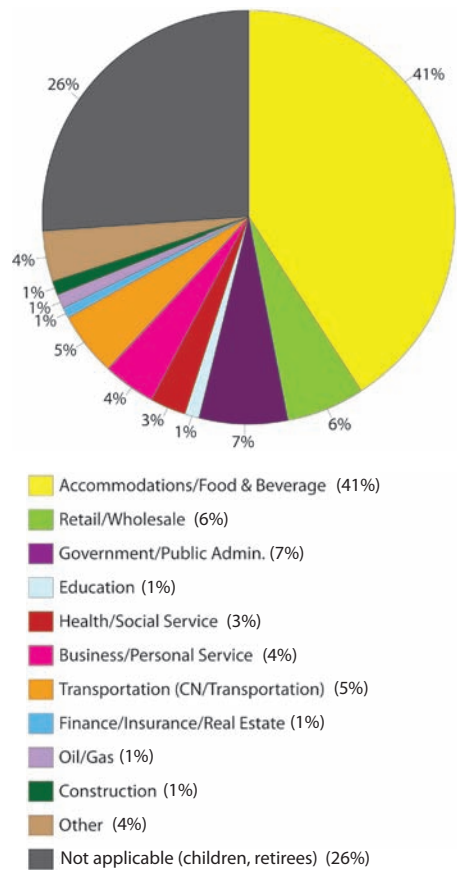


FIGURE 1: Employment by Economic Sector in Jasper (Source: 2008 Municipal Census)



SUSTAINABLE TOURISM ECONOMY INDICATORS

Percent of jobs by sector (16)

TARGET: Monitor changes through municipal census

Unemployment rate (17)

TARGET: Monitor changes in local, provincial and federal statistics

Percent of visitor who are satisfied or very satisfied with their visit (19)

TARGET: Monitor against Parks Canada Visitor Experience Goals

Number of annual visitors (20)

TARGET: Stable or improving from previous results

Visitor satisfaction with availability and quality of services (21)

TARGET: Monitor against Parks Canada Visitor Experience Goals

Percent of visitors who are satisfied with the availability and quality of activities (22)

TARGET: Monitor against Parks Canada Visitor Experience Goals

Ratio of tourist numbers in peak month to those in lowest (24)

TARGET: Narrower ratio than baseline of 13:1

Length of average hotel stay (25)

TARGET: Establish baseline and set Targets

Amount spent per tourist (26)

TARGET: Establish baseline and set Targets

Commercial Accommodation and PHA occupancy, by season (27)

TARGET: Establish baseline and set Targets

Campground occupancy, by campground (28)

TARGET: Establish baseline and set Targets

Percent of employment which is full time (29)

TARGET: No less than baseline of 48% in 2006

which can support and enable healthy economic activity.

The scope of government activities is established in legislation, and this legal framework determines the core responsibilities of the Municipality of Jasper and of Parks Canada, and provides them discretion to undertake other functions in support of their core mandates (although with limitations). For the purposes of this section of the Plan, *Core Actions* are those required by legislation or generally accepted as public sector responsibilities. *Supporting Actions* are activities governments may undertake but are not required to undertake as one of their core mandates, and are activities of a more non-traditional nature.

Generally, Supporting Actions may be undertaken when:

- There is general and/or key stakeholder support for such Action;
- Resources and priorities allow the Action to be undertaken; and
- Either there is no other entity able to undertake the Action or, if there is, having a public agency undertake it offers significant advantages.

This Plan describes the planning partners' activities in support of economic sustainability and tourism in the context of these two areas of functionality: *Core Actions* and *Supporting Actions*.

The following provides a strategic framework for a sustainable tourism economy in Jasper.

2.2.1 SUSTAINABLE TOURISM ECONOMY

GOALS

Create and sustain a viable tourism-based economy which honours the National Park context.

Support high-quality, authentic visitor experiences in the National Park setting.

Reduce the seasonality of the tourist economy.

Increase transportation options and access to and from Jasper.

Jasper faces significant challenges now and in the future in sustaining tourism as its main economic driver. To assist the community in maintaining its small town character, and to reduce resident and visitor impacts on natural areas surrounding the Town and on the park's ecological and cultural integrity, the *Canada National Parks Act* includes limits to the size of the community and to the amount of commercial growth which will be permitted. Although the community's commercial growth cap had not been reached at the time of this Plan's development, this Plan recognizes that limits to physical growth and commercial development may be a barrier to future economic development. Limits to commercial zones will require the community to redevelop existing facilities and intensify tourism activities within its existing commercial footprint. A second challenge to a sustainable tourism-based economy in Jasper is seasonality: peak visitation is concentrated in the summer months and results in an unbalanced demand for infrastructure and

services throughout the seasons. This Plan looks to expand opportunities for business outside the peak summer months to contribute to more stable revenue streams that can be used to fund improvements in visitor and community infrastructure. Other issues include the lack of a coordinated community marketing strategy and Jasper’s relative isolation from larger tourism markets.

ACTIONS

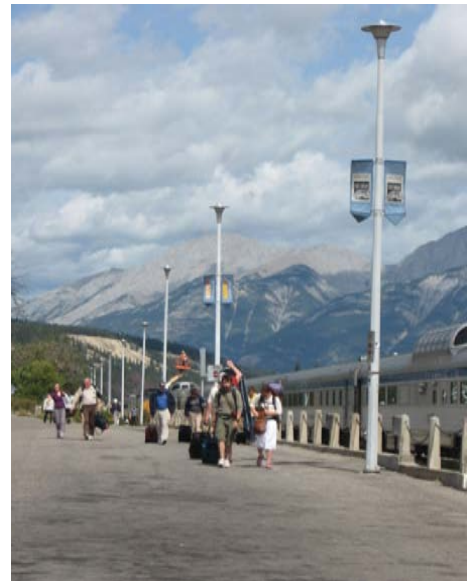
1. SUSTAINABLE ECONOMY

CORE ACTIONS

- The Municipality recognizes that the two municipal revenue streams now allowed by provincial legislation – property taxes and service fees – may not be sufficient to offer a sustainable community economic future. Access to new and non-traditional revenue streams will continue to be a Council priority.
- The Municipality of Jasper and Parks Canada will continue to maintain infrastructure offering a high quality of service to residents and visitors and will collaborate with the Province of Alberta, other federal government agencies, and private sector partners to ensure, to the extent possible, that community economic sustainability and tourism are supported by adequate standards of infrastructure, including but not limited to:
 - Highways, roads, streets, parking lots, pedestrian areas, cycling paths, and trails; and
 - Capital upgrades to major routes through the Park, as required.
- The Municipality will work toward the goal of reaching and maintaining a public spaces aesthetic standard equal to or better than those of competing destinations.
- The planning partners recognize the importance of Jasper National Park as a driver for visitation and commit to their responsibilities in park stewardship.

SUPPORTING ACTIONS

- The Municipality will be an active participant in community economic development, marketing activities, marketing coordination and in securing sustainable tourism development funding.
- The Municipality and Parks Canada will foster the creation of a *Jasper Tourism Industry Council* with representation from local and regional businesses, tourism associations and organizations, and with the goal of providing a forum for strategic thinking and improved industry coordination.
- The Municipality will encourage businesses to participate in business organizations such as the Jasper Chamber of Commerce, the Jasper Hotel Association, and the Jasper Home Accommodation Association and will foster the creation of new business associations in the retail sector, restaurant sector and others.





ACTIONS

TOURISM AND ECONOMIC DEVELOPMENT FORUM

As part of the *Jasper Community Sustainability Plan* engagement activities, a Tourism and Economic Development Forum was held with local representatives and tourism experts. A number of positive recommendations came from the forum, and these ideas reflect the overall direction of the JCSP, as well as specific initiatives that can be considered by the *Jasper Tourism Industry Council*:

- Enhanced promotion of Jasper’s environmental stewardship initiatives and ethics;
- Continued promotion of popular peak season events, such as Canada Day, Parks Day and Jasper in January;
- Development and marketing of additional shoulder season and off-season events and activities;
- Securing adequate, sustainable and long-term funding for tourism marketing, including but not limited to the potential collection of a destination marketing levy;
- Initiatives to inform tourists passing through main regional portals such as Edmonton, Calgary, Banff, Lake Louise and the Columbia Icefield of the range of Jasper attractions available in all seasons;
- Cross-season marketing of Jasper attractions (e.g. marketing winter activities to summer visitors, and summer activities to winter visitors); and
- Expansion of tourism products, which may focus on additional festivals, winter and summer sports (e.g. cross-country skiing, dog sledding, mountain biking), camping facilities, spa facilities, transportation improvements, retreat facilities and arts, visitor service and conference facilities.

2. MARKETING AND DELIVERING THE VISITOR EXPERIENCE

CORE ACTIONS

- The Municipality will address an existing visitor services gap by constructing public washrooms in the Central Business District.
- The Municipality will complete the development of its way-finding project and install signage.
- The Municipality will improve Central Business District streetscape aesthetics by continuing redevelopment of the Connaught Drive medians and installation of new streetlights.
- Parks Canada and the Municipality will preserve the small mountain community quality of visitor experience through application of development requirements and motif guidelines maintaining traditional architectural scale and character.
- Parks Canada and the Municipality will work with local partners to improve and maintain community gateway features at both main entrances to enhance tourists’ sense of entry to the community.

SUPPORTING ACTIONS

- The Municipality and Parks Canada will work with the Jasper Chamber of Commerce, the Jasper Destination Marketing Corporation, the Grande Alberta Economic Region, Travel Alberta, the Jasper Tourism Industry Council, and other partners to develop Jasper and Jasper National Park tourism products and to establish a coordinated marketing strategy intended to expand and diversify the tourism market throughout the year. Development of the strategy will include, as a first step, discussions to confirm where responsibility for tourism strategy development and implementation should rest.
- Parks Canada and local partners will cooperate in gathering social science data related to visitor demographics and preferences, and will conduct visitor experience assessments on a periodic basis to respond effectively to changing trends in visitor demand.
- Parks Canada and the Municipality, in partnership with local businesses and organizations, will facilitate the development of an enhanced orientation and education program for annual delivery to new seasonal staff.

3. YEAR-ROUND RANGE OF SERVICES AND ATTRACTIONS

CORE ACTIONS

- The feasibility of a combined cultural centre, visitor centre and conference facility will be determined following the recommendations of a current feasibility study. Such a facility is seen as a positive addition to the community given its potential to create additional tourism and economic development opportunities, and enhance local cultural amenities for residents throughout the year. The Municipality and Parks Canada will respond to the study’s recommendations. The development and operation of the cultural centre/visitor centre/conference facility, if it occurs, may be supported by public-private partnerships.
- In the event a combined cultural centre, visitor centre and conference facility is not found to be viable, Parks Canada, in

ACTIONS

- cooperation with the Municipality, will continue its efforts to offer expanded visitor information and visitor education facilities in the community.
- Parks Canada and the Municipality will continue to ensure that all business operations in the Town are consistent with the appropriate use guidelines (see section 3.1.6).

2.2.2 A GREEN DESTINATION, A GREEN COMMUNITY

GOALS

Support and showcase Jasper as a green destination and a leader in environmental practices and sustainability.

There is strong community support to develop Jasper as an eco-community and a green tourism destination. This builds on the strength of the town’s setting in the national park environment and Parks Canada’s commitments to develop park communities sustainably and protect national parks for current and future Canadians.

There are opportunities to improve Jasper’s green image, but they will require greater commitment to environmental practices on the part of the Municipality, Parks Canada, local businesses, and residents. It is important that these practices be visibly promoted.

A focus on developing Jasper as a green destination, and implementing more sustainable municipal services and tourism practices will contribute to an enhanced visitor experience as well as a better quality of life for residents and improved long-term health for the community. Among the measures needed will be more visible and effective recycling, continued emphasis on green spaces in the townsite, green construction and green business certifications, improvements to Jasper’s walkability and bicycle friendliness, and a continued focus on high-quality streetscapes and views.

ACTIONS

1. LEADERSHIP IN SUSTAINABLE TOURISM PRACTICES

- Develop and implement a strategy for business-based environmental management to encourage all local businesses, particularly hotels and restaurants, to adopt industry-recognized environmental management systems and/or environmental certifications.
- The Municipality will continue to recognize the environmental stewardship achievements of local businesses through the Environmental Stewardship Awards Program.

2.2.3 COMMUNITY-TOURISM BALANCE

GOALS

Ensure that tourism in Jasper contributes to a high quality of life.

Tourists are the main economic driver in the community. While there can be tension between resident needs and the provision of tourist services, the tourism economy, and the business community in particular, add to the overall quality of life in the community through economic and tax



SUSTAINABLE TOURISM ECONOMY INDICATORS

Combined area and ratio of designated Recreational and Natural Open Space to total land area (8)

TARGET: Maintain current 7.8% of total land as designated Open Space (19.1 hectares)

Percent of tourists who agree that Jasper is a green destination (30)

TARGET: Establish baseline and set Targets

Percent of hotel establishments with green certification (e.g. Green Key, LEED™, others) and/or an Environmental Management Plan (31)

TARGET: Establish baseline and set Targets

OTHER SUSTAINABLE/GREEN INITIATIVES

The *Jasper Community Sustainability Plan* proposes a number of green initiatives for the community that will position Jasper as a sustainable community and will contribute to Jasper’s emergence as a green destination:

- Green building policy, Section 2.1.2 (1)
- Green energy, Section 2.1.3 (2)
- Increased cycle/path network (and transportation), Section 2.1.4(1)
- Dark Sky community, Section 2.1.1(3)
- Pesticide reduction, Section 2.1.1(5)
- Water bottles/plastic bag reduction, Section 2.2.2 (4)



COMMUNITY BALANCE INDICATORS

Percent of residents who are satisfied or very satisfied with Jasper as a good place to live (or percent of residents who indicate that tourism has a positive influence on their lives.) (32)

TARGET: Establish baseline and set Targets

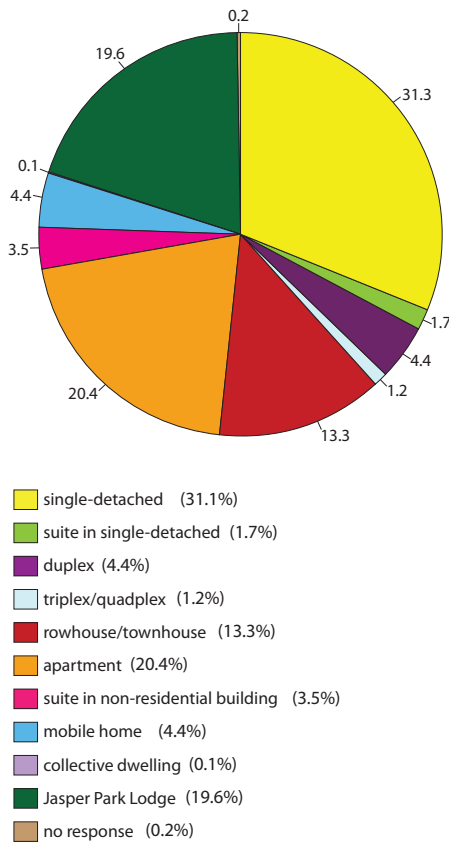


FIGURE 2: Dwelling Types in Jasper (Source: 2008 Municipal Census; including Rural Service Area)

contributions. A new focus on developing Jasper as a green destination and implementing more sustainable municipal services and tourism practices will also contribute to community health and quality of life. Taken together, the Goals and Actions in this Plan are intended both to sustain the positive attributes of Jasper as a place to live and visit, and to help the community achieve a viable and more sustainable economic future.

ACTIONS

1. RESIDENT QUALITY OF LIFE

- The Municipality and Parks Canada will work with local partners to ensure maintenance and enhancement of resident quality of life remains a high priority.
- Parks Canada will continue to ensure that the regulation of land uses in the community is sensitive to resident quality of life, with particular respect to residential densities, traffic, parking, and noise considerations.

2.3 SOCIAL EQUITY

PRINCIPLE

Foster quality of life by building social sustainability, promoting lifelong learning, and ensuring a healthy, connected, and equitable social environment for all residents.

The principle of social equity is central to achieving overall sustainability, and involves the creation of social and community systems that address community needs while respecting the diversity of cultures, backgrounds and beliefs. Inherent to social equity are adequate and affordable housing, opportunities to lead a healthy and active lifestyle, access to learning and education, and opportunities for participation in community affairs. Communities that care for their residents are seen as attractive places to live, offering a richer and higher quality of life. In Jasper there is a strong sense of community and of the social networks that support growth and well-being.

2.3.1 HOUSING

GOALS

Increase the availability and affordability of housing in Jasper and provide a balance of tenure and housing types.

Manage the gradual change and redevelopment of existing residential areas in a way that moderately increases overall average densities and protects quality of life.

Ensure that residential areas incorporate measures to enhance safety, minimize crime and foster positive community interaction.

Housing is a fundamental building block for healthy, liveable communities, and remains a priority in Jasper. The greatest community concern is the lack of availability of suitable and affordable housing choices meeting the diverse needs of both permanent and seasonal residents. To meet this challenge, Parks Canada and the Municipality of Jasper are committed to ensure that an adequate supply of land is

designated to meet the long-term needs of Jasper’s population. The planning partners continue to recognize, as they did in the *Jasper Community Land Use Plan 2001*, that for new housing in Jasper to be affordable in the absence of significant non-repayable funding it must be constructed on land released at a fee which takes into consideration restricted land use and limitations on profitability.

Overall community character is determined in large part by the character of residential neighbourhoods. Jasper’s existing housing stock is comprised primarily of modest housing forms with distinctive architectural styles. In 2008 there were 1,951 dwelling units in Jasper and outlying areas, which fall into the categories illustrated in Figure 2.

ACTIONS

1. ELIGIBLE RESIDENCY

- Parks Canada will continue to enforce eligible residency provisions to ensure that housing stocks are occupied by people with an established need to reside in the community.

2. RESIDENTIAL LAND RELEASES

- Parks Canada, in consultation with Municipal Council, will make residential reserve lands available to the Jasper Community Housing Corporation, a not-for-profit corporation wholly owned by the Municipality of Jasper.
- To promote efficient residential land use, future land releases will require development at a minimum of 37 units per hectare (15 units per acre), a density comparable to that of R3 co-operative developments in Jasper in recent years.

3. AFFORDABILITY

- The Municipality shall ensure that:
 - Subject to land availability, the Jasper Community Housing Corporation will develop equity and rental housing, including Perpetually Affordable Housing, to increase affordable housing inventories in Jasper;
 - The Jasper Community Housing Corporation will determine and periodically adjust criteria for selecting eligible renters and purchasers of Housing Corporation inventory such as, but not limited to, the following provisions: residency requirements, employment provisions, income and means tests, asset tests and residential ownership tests; and
 - The Jasper Community Housing Corporation will monitor housing affordability, availability and other factors and provide the planning partners with an annual community housing report.

4. SPECIAL NEEDS HOUSING

- Special needs housing, such as assisted living or nursing homes for seniors, handicapped accessible housing or group homes, will be allowed in all residential and institutionally-zoned areas of the community.



HOUSING INDICATORS

Proportion of housing types (1)

TARGET: Monitor changes over time

New housing units created in each zone in the community (2)

TARGET: Increased R2 and R3 housing

Dwelling density per hectare (3)

TARGET: Greater than 37 units/hectare for new R3 housing

Number of property and violent crimes per 100,000 population (4)

TARGET: Establish baseline and set Targets

PERPETUALLY AFFORDABLE HOUSING

Perpetually Affordable Housing is a term used to describe housing made available to eligible buyers and renters at below market rates and intended to maintain or increase indefinitely the amount by which its rental or resale values are below market value. One means of accomplishing perpetual affordability is to have the initial buyer sign a covenant restricting the eventual resale price. The maximum increase in resale value is typically indexed to the annual rate of inflation to ensure that the housing unit remains perpetually affordable. For rental units, rent levels are similarly indexed to maintain affordability over time. Buyers and renters may be required to meet eligibility criteria including, for example, tests for employment, income, residency, assets or other qualifications as determined by the administering body. This Plan anticipates that the Jasper Community Housing Corporation will administer affordable housing policies, criteria and developments in Jasper.



CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

Crime Prevention through Environmental Design (CPTED) advocates that proper design and effective use of the built environment can lead to reductions in the fear of crime and in crime itself, and can improve quality of life. CPTED is a common sense approach that emphasizes physical environment, productive use of space, and behaviour of people to create environments in which the cues that cause opportunities for crime are absent. CPTED principles can be applied to residential, commercial or public developments.

CPTED promotes four strategies for the built environment:

Natural Surveillance: the placement of physical features, activities, and people so as to maximize natural visibility or observation.

Natural Access Control: the design of public and private access to clearly indicate public routes and discourage access to private areas.

Territorial Reinforcement: clear borders defining public, semi-private and private spaces allow users to develop a sense of ownership.

Maintenance: the continued upkeep and maintenance of public and private spaces reinforces the use of those spaces and their safety.

ACTIONS

5. PRIVATE HOME ACCOMMODATIONS (PHA)

- Private Home Accommodations (PHAs) will continue to be a discretionary use in R1 and R2 zones to provide alternative commercial accommodations in the community. PHAs must meet all applicable federal, provincial and municipal regulations and policies (land use regulations for PHAs are described in Section 3.3.1.1).
- The assessed value of the portion of a residence used for Private Home Accommodation will continue to be taxed at the commercial property tax rate.
- The Municipality and Parks Canada will monitor Private Home Accommodations and the extent to which Private Home Accommodations impact community sustainability.

6. STAFF ACCOMMODATION UNITS (SAU)

- All new commercial developments will be required to provide:
 - Staff accommodation units at a ratio specified in the applicable land use policies and regulations*, and will be encouraged to provide the required units on-site.
 - If the total number of staff accommodation units cannot be fully provided on-site, the proponent may be permitted to provide a financial contribution to the Jasper Community Housing Corporation that is equal to the purchase price of the required number of staff accommodation units.
- SAUs are not considered a commercial use, and SAU floor areas are therefore not subject to the commercial development cap.
- No dwelling unit constructed to meet SAU requirements for commercial development will be eligible for a Private Home Accommodation license.

7. CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

- All new housing developments and redevelopments shall employ Crime Prevention through Environmental Design (CPTED) principles.

2.3.2 RECREATION, HEALTH AND WELL-BEING

GOALS

Support healthy lifestyles and recreation.

Promote the physical, mental, and social well-being of the community.

Support and promote opportunities for personal growth and learning within the community.

Maintain and enhance designated Open Space areas in Jasper.

Community well-being is an important element in social equity and healthy communities. Health services, social programs and recreation opportunities are all important contributors.

Jasper has many natural open space and recreational opportunities in the surrounding national park, and in playgrounds, parks, sports fields, and open spaces within the community. Recreation and active lifestyles

enhance both personal and community well-being. The *Town of Jasper GreenSpace Vision Plan* (2003) describes a community future in which green space areas and corridors will have incurred no losses in area or linkage through to 2025, creating a unified, diverse, safe and accessible network of green spaces within the community of Jasper and outward into Jasper National Park. The report also says, “Green Spaces will aid in creating a strong sense of place, arrival and theme that reflects and promotes the community’s people, landscape, climate, culture, history, sustainable and ecologically based characteristics, and No Net Negative Environmental Impact principles.”

Community health – that is, sustained physical, mental and social well-being – education and learning are connected with ecological and economic health and are key to community sustainability.

ACTIONS

1. OPEN SPACE AND RECREATION

- The Municipality of Jasper will monitor trends in the use of existing recreational open spaces to ensure that facilities meet the changing recreational needs of residents and visitors.
- Parks and open spaces will be planned in conjunction with other facilities, such as schools and other institutions.
- The Municipality and Parks Canada will support the implementation of the *3-Valley Confluence Trail Plan*.
- The Municipality of Jasper and Parks Canada will ensure that future planning, design, development, and redevelopment discourages wildlife access and reduces potential wildlife/human conflicts in Open Space zones.

2. RECREATION AND ARTS PROGRAMMING

- The Municipality and Parks Canada will respond to the recommendations of the study currently underway to determine the feasibility of a Cultural Centre/Conference Centre/Visitor Centre development (Refer to Section 2.2.1 (3)).
- The Municipality will support the Culture and Recreation Board in balancing its focus between recreation and culture.
- The Municipality will support recreation and arts programs by:
 - Reviewing program capacities and fee policies to ensure that such opportunities are accessible to all residents, especially children; and
 - Building strong social networks around young people through youth participation in arts and recreation, building on the success of *Alberta’s Promise*, youth leadership development programs in the community, and other programs.



RECREATION, HEALTH AND WELL-BEING INDICATORS

Area and ratio of designated Open Space to total land area (8)

TARGET: Maintain current 7.8% of total land as designated Open Space (19.1 hectares)

Percent of workers who walk or cycle to work (11)

TARGET: No less than baseline of 57% in 2006

Municipal Parks, Recreation and Culture expenditures per capita (49)

TARGET: Stable or increasing from Jasper equivalent per capita expenditures of \$296.

Composite Learning Index (51)

TARGET: At or above national average (Jasper: 80/100 in 2008; Canadian average 77/100)

Percent of residents who rate accessibility of library services as satisfactory or better (52)

TARGET: Establish baseline and set Targets

Library circulation per capita (53)

TARGET: Establish baseline and set Targets





ACTIONS

3. HEALTH AND COMMUNITY SERVICES

- The Municipality will continue to work with Alberta Health to ensure resident and visitor access to health services.
- The Municipality will maintain the Community Health Advisory Committee to advise Council and staff on community health needs and priorities.
- The Municipality will maintain the Family and Community Services Board to advise Council and staff on community needs and priorities.
- The Municipality will continue to work with community stakeholders and organizations to deliver social services through the Jasper Community Team Model.
- The Municipality will address the changing needs of families by continuing to offer such programs as:
 - Community Outreach Services;
 - Jasper Children's Centre;
 - Jasper Summer Fun Program; and
 - Jasper Out of School Care Program.
- The Municipality will work to strengthen partnerships with community groups and local schools to maximize facility sharing and optimize the use of existing facilities.
- The Municipality of Jasper and Parks Canada will investigate the feasibility and land requirements for a community greenhouse/ and or community allotment gardens, and will encourage the development of a farmer's market.

4. LIFELONG LEARNING

- The Municipality will work with the business community, local schools and other community partners to increase opportunities for lifelong learning and to make facilities available for community learning needs.
- The Jasper Municipal Library will be expanded to accommodate growing community and visitor needs for library services, and will enhance access to its collection.
- The Municipality will continue to provide administrative support to the Jasper Adult Learning Council.
- The Municipality and Parks Canada will continue to work with local schools to integrate sustainability concepts and local initiatives into curricula.
- The Municipality will encourage the development of literacy through programs, events and partnerships that encourage wide participation by people of all ages, backgrounds and abilities.

2.3.3 COMMUNITY SAFETY AND EMERGENCY MANAGEMENT

GOALS

- Ensure that Jasper is prepared to respond to emergencies.
- Ensure that Jasper is a safe community.

Community well-being is linked to the safety and security provided by emergency response services. The Municipality of Jasper Emergency Plan was developed to guide and coordinate emergency responses and is particularly applicable to larger emergencies such as train derailments or a major fire. The Emergency Plan is regularly reviewed and tested.

ACTIONS

1. COMMUNITY POLICING AND SECURITY

- The Municipality of Jasper will maintain the Jasper Community Police Advisory Committee to provide a mechanism to improve communication and partnerships between the Jasper Royal Canadian Mounted Police detachment and the community.
- The Municipality of Jasper will work with the Jasper Royal Canadian Mounted Police Detachment, other agencies, and the community at large to enhance community policing and security.

2. FIRE SAFETY

- Parks Canada will review and amend the *Architectural Motif Guidelines* for the Town of Jasper to incorporate FireSmart development and landscaping principles.
- The Municipality of Jasper will maintain and review annually its Municipal Fire Protection Master Plan.
- Parks Canada and the Municipality of Jasper recognize the importance of locally-available dispatch services and will work collaboratively to maintain such services.

3. EMERGENCY MANAGEMENT PLANS

- The Municipality is committed to emergency management and will actively communicate to and educate the community with respect to emergency management and emergency plans.
- The Municipality will maintain and regularly review its municipal emergency preparedness plan, as required by the Province of Alberta.
- The Municipality will encourage all households to maintain 72-hour emergency preparedness kits in accordance with federal and provincial government initiatives.
- The Municipality of Jasper, in partnership with Parks Canada, will continue to support the FireSmart program.



COMMUNITY SAFETY AND EMERGENCY MANAGEMENT INDICATORS

Number of property and violent crimes per 100,000 population (4)

TARGET: Establish baseline and set Targets

Response times for: Fire, Ambulance and Police (48)

TARGET: Establish baseline and set Targets





COMMUNITY CHARACTER AND IDENTITY INDICATORS

Demolition of privately owned heritage buildings (9)

TARGET: Monitor demolitions and modifications; Targets to be set through heritage protection policy

Preservation of federally-owned heritage buildings (FHBRO) (10)

TARGET: All properties improved to “good” status

Number of visitors to the museum (57)

TARGET: Establish baseline and set Targets

2.4 CULTURAL VITALITY

PRINCIPLE

Foster cultural vitality by celebrating and enhancing the community’s sense of place, heritage and cultural traditions.

A vibrant community is supported by its cultural amenities and institutions which in turn support the community’s creative, spiritual and heritage character. While these aspects of community sustainability are less tangible than environmental or economic initiatives, cultural and social sustainability are equally important to overall sustainability. A shared understanding of community character provides an important identity for local citizens, and this fosters pride and responsible stewardship of community assets.

2.4.1 COMMUNITY CHARACTER AND IDENTITY

GOALS

Project a clear community identity that reflects Jasper’s history, landmarks, natural resources and sense of place.

Promote respect and understanding for Jasper’s cultural heritage.

Jasper’s distinct local character is largely a product of the community’s history. The First Nations’ presence, followed by the fur trade and the French-Canadian Voyageurs, the railway, and the development of the National Park have all shaped the area and the development of the townsite in particular. The establishment of Jasper Forest Park by the federal government in 1907 sparked a community focus on tourism services, and this focus continues to be reflected in Jasper. Community character – Jasper’s unique scale, setting and environment – contributes to Jasper’s appeal and charm both as a destination and as place to live. Community design is discussed further in Part 3 of this Plan.

ACTIONS

1. MOUNTAIN TOWN CHARACTER

- The Architectural Motif Guidelines will continue to uphold the distinctive characteristics of mountain town architecture.
- Views from Jasper to the surrounding landscapes will continue to be protected through height restrictions for commercial and residential development. Jasper’s mountain town character will be reinforced and complemented by streetscape design features that include:
 - A coordinated style for lighting, signs, benches, bike racks, planters and tree grates, emphasizing heritage character and natural materials; and
 - Interpretive and directional signs to assist both visitors and residents to learn about park and community history.

2. HERITAGE PRESERVATION

- Parks Canada will update and maintain the *Jasper Built Heritage Resource Description and Analysis* (BHRDA).

ACTIONS

- Parks Canada and the Municipality will establish a Cultural Heritage Advisory Board to provide community-based advice with respect to management of cultural and built heritage resources and to advise the Planning and Development Advisory Committee (PDAC) and the Superintendent on heritage development considerations and applications. The Cultural Heritage Advisory Board will develop a Built Heritage Resource Management Strategy.
- Until such time as a Built Heritage Resource Management Strategy is established, development projects involving demolition of BHRDA “A” listed heritage structures will not be eligible for relaxations or variances.
- Parks Canada and the Municipality will explore the merits of measures and incentives, such as tax incentives, awards and plaque programs, to assist owners of BHRDA-listed resources in the long-term conservation and maintenance of their heritage buildings. Where possible, Parks Canada and the Municipality of Jasper will work with the Alberta Historical Resources Foundation to assist BHRDA home-owners to access provincial programs and funding.
- The Archaeological Resource Description and Analysis (ARDA), which lists and evaluates archaeological resources within the community, will be kept up to date by Parks Canada.
- The Municipality and Parks Canada will develop and implement a cultural resource management strategy for the townsite (including a plan for Snape’s Hill).
- The historic district plan prepared for Old Town Jasper, bounded by Pyramid Avenue, Geikie and Bonhomme Street will be used to protect the area’s character. Development regulations for this district are specified in the *Regulations Respecting the Use of Land in the Town of Jasper** and will be reviewed for their effectiveness each five years with the *Jasper Community Sustainability Plan* review.
- Parks Canada and the Municipality will promote public awareness, understanding and appreciation of built heritage through the development and installation of interpretive plaques and signs.
- The townscape surrounding historic structures will accentuate the importance of the structures through the following actions:
 - Maintenance and enhancement of visual connections between heritage buildings such as the Parks Canada Information Centre, the historic Fire Hall and the Friends of Jasper National Park Building. Detractions from these visual connections will be minimized.
 - Landscape plans for federally-owned heritage structures will be based on historic research and will add to the cultural value and heritage setting of the buildings.



HERITAGE TOURISM STRATEGY

In 1999 members of the local tourism industry, Parks Canada and local representatives endorsed the *Heritage Tourism Strategy*, and in the past ten years progress has been made in achieving its objectives. Some initiatives have included the establishment of an accreditation program for guides and several staff orientation programs. Stewardship initiatives are ongoing – from recycling to infrastructure retrofitting – as is the promotion of programming that reflects the nature and culture of Jasper National Park. Themed years and events – from the Jasper National Park Centennial and David Thompson commemoration to the annual Wildlife Festival and numerous guided tours and speaker programs – help visitors gain a deeper understanding of the park.

ACTIONS

3. HERITAGE TOURISM

- The Municipality and Parks Canada will continue to support and implement the *Heritage Tourism Strategy* (1999).
- The Municipality of Jasper and Parks Canada will continue to support the mandate of the Jasper Yellowhead Museum and Archives to collect, preserve and make available for research and exhibition documents and artifacts that serve to illustrate the human history of Jasper National Park and area, the Yellowhead corridor and the community of Jasper.
- The partners recognize the cultural significance of the historic zone centred around Athabasca Park and will maintain the historic character and cultural and visual connectivity of the area and the heritage buildings it contains.
- The Cultural Heritage Advisory Board will be directed to consider the merits and methods of ensuring that the townscape surrounding heritage structures in the community accentuates the importance of those buildings.
- The Municipality and Parks Canada will encourage the inclusion of cultural heritage in community tourism marketing efforts.

2.4.2 CREATIVITY AND INCLUSIVITY



CREATIVITY AND INCLUSIVITY INDICATORS

Municipal Parks, Recreation and Culture expenditures per capita (49)

TARGET: Stable or increasing from Jasper equivalent per capita expenditures of \$296

Percent of residents who describe their sense of belonging to the Jasper community as “somewhat strong” or “very strong” (54)

TARGET: Establish baseline and monitor changes

Percent of residents who volunteer more than 2 hours each month (55)

TARGET: Establish baseline and set Targets

GOALS

Support and promote arts and culture within the community.

Support and promote diversity and social interaction in the community.

ACTIONS

1. CULTURAL STEWARDSHIP

- The Municipality will support the Culture and Recreation Board in achieving greater profile for visual and performing arts in the community.
- The Municipality will explore the merits of establishing a Cultural Development Coordinator position to promote cultural activities in Jasper and to assist cultural organizations in coordinating resources, facilities and grant opportunities.

2. COMMUNITY HUB CULTURAL CENTRE

- As discussed elsewhere in this Plan, the feasibility of a combined cultural centre, visitor centre and conference facility will be determined following the recommendations of a current feasibility study. Such a facility is seen as a positive addition to the community given its potential to create additional tourism and economic development opportunities, and enhance local cultural amenities for residents throughout the year. The development and operation of the cultural centre/visitor centre/conference facility, if it occurs, may be supported by public-private partnerships.
- The area around the Parks Canada Information Centre will continue to act as informal meeting space for residents and visitors, and may be used for outdoor cultural events.

3. PUBLIC ART POLICY

- The Municipality of Jasper will develop a public art policy to guide the evolution of a distinct and vibrant artistic character for Jasper's public places. This policy will provide a framework for developing public art that:
 - Builds a visually rich environment;
 - Reflects the cultural diversity and living heritage of Jasper;
 - Promotes the development of visual and performing arts in the community; and
 - Encourages the growth of a culturally informed public.



4. ABORIGINAL HERITAGE

- Park Canada and interested partners will work with Aboriginal groups that have a documented historic association with Jasper on a number of initiatives of mutual interest. Initiatives may include:
 - Building relationships with Aboriginal communities based on mutual respect, and understanding of their cultural heritage;
 - Assisting in celebrating and promoting Aboriginal heritage through a variety of events and activities, including National Aboriginal Day;
 - Considering roles for Aboriginal groups in a potential new cultural centre;
 - Encouraging Jasper Tourism and Commerce members, and local businesses to feature authentic Aboriginal products in retail stores, restaurants and galleries;
 - Promoting visitor experiences which offer exposure to Aboriginal cultures and customs;
 - Encouraging Aboriginal participation in the economic activities of the community.
- Additional aboriginal initiatives may be found in the *Jasper National Park of Canada Management Plan* (2010).



5. INCLUSIVITY

- The Municipality and Parks Canada will maintain human resource policies to support diversity in the workforce.
- The Municipality, with support from Parks Canada, will work with local partners to facilitate the integration of newcomers, including seasonal staff, foreign workers, immigrants and migrants from other parts of Canada into the community.

6. VOLUNTEERISM

- The Municipality, Parks Canada, and local partners will encourage and foster volunteerism, community cooperation and opportunities for engagement.



2.5 PARTICIPATIVE GOVERNANCE

PRINCIPLE

Foster inclusive and collaborative governance by engaging the community as an active partner in making decisions for a sustainable future.



Governance refers to the process of decision-making, and to the relationships between the groups and institutions making decisions and the people on whose behalf those decisions are being made. Governance and sustainability are inherently linked – the future roles and structures of governmental institutions will be crucial to the success of sustainable policy-making and implementation.

2.5.1 COMMUNITY GOVERNANCE

GOALS

Encourage all Jasper residents to be engaged in decision-making processes, and to develop their capacity for leadership within the community.

Promote government decision-making that is collaborative, accessible, transparent and accountable to the community.

Create planning, land use and development review processes that incorporate meaningful opportunities for public and municipal involvement in decision-making.

Good governance acts in the best interests of the community as a whole and seeks consensus by balancing differing interests. Ideally, governance will be responsive both to the present and future needs of the community. Greater citizen involvement in governance positively impacts quality of life.

The division of responsibility between the Municipality and Parks Canada – and the reality that all land within the Park boundary is owned by the federal government – means that community governance in Jasper must involve both a municipal and a federal component. It also means that the *Jasper Community Sustainability Plan* and its implementation must be a joint effort by the two levels of government.

While the interaction of the two authorities adds complexity to community management, it also provides opportunities for new Jasper-specific structures and responses to local decision-making needs. The interplay between the community, Parks Canada, and local governance guides and shapes the development and future of the community.

Jasper residents are key partners in governance, and it is important that community members are connected to decision-making. Participation and engagement in decision-making and ownership of the responsibility to be engaged will build capacity for leadership and participative governance in Jasper.



COMMUNITY GOVERNANCE INDICATORS

Percent of residents who volunteer more than 2 hours each month (55)

TARGET: Establish baseline and set Targets

Percent of eligible voters participating in municipal elections (59)

TARGET: Establish baseline and set Targets

Percent of residents who trust that local decision makers have the best interests of the community in mind when making decisions at least most of the time (60)

TARGET: Establish baseline and set Targets

Percent of residents satisfied with the timeliness, accuracy and clarity of communications about key decisions (61)

TARGET: Establish baseline and set Targets

Percent of residents satisfied with opportunities to provide input to community decision-making (63)

TARGET: Establish baseline and set Targets

ACTIONS

1. GOVERNMENT RESPONSIBILITY AND COLLABORATION

- The Municipality and Parks Canada will continue to work collaboratively on issues of mutual importance.
- The Municipality of Jasper will pursue the acquisition of land use planning and development authorities.
- The Municipality and Parks Canada will review the *Agreement for the Establishment of Local Government in the Town of Jasper*. Where the parties are in agreement with respect to desired change, Parks Canada will recommend to the Minister that the *Agreement* be amended accordingly including, as required, legislative change to increase the role of the Municipality respecting land use planning and development.

2. CITIZEN PARTICIPATION AND ENGAGEMENT

- The Municipality and Parks Canada will work with local schools to promote youth involvement in civic life.
- The Municipality will maintain volunteer-based advisory committees and boards to advise Council and staff on matters of municipal interest.
- The Municipality and Parks Canada will review the public consultation and communication procedures of the Planning and Development Advisory Committee (PDAC) to ensure that debate and decision-making is fair and considers community input, results are transparent, and processes align with the principles of natural justice.

2.5.2 DECISION-MAKING AND FISCAL RESPONSIBILITY

GOALS

- Integrate sustainability considerations into community governance.**
- Ensure long-term municipal fiscal sustainability.**

The Municipality of Jasper Council and the Park Superintendent are responsible for making a wide range of decisions that affect Jasper residents. For this reason, it is vital to ensure that decision-making processes are fair, reasonable, based on good information, as transparent as possible and are in accordance with operational requirements, applicable laws and the principles of natural justice.

Decision-making and the delivery of community services are enabled and supported by fiscal resources. From the perspective of the Municipality, long-term community sustainability is dependent upon stable revenue sources including taxation, user fees and grants from other levels of government, and local decision-making must have regard for fiscal responsibility. A priority in achieving municipal fiscal sustainability will be accomplishing access to alternative sources of municipal revenues.

ACTIONS

1. DECISION-MAKING

- All Council Requests for Decision shall describe how the proposed decision addresses the Principles of Environmental Integrity, Social Equity, Economic Sustainability, Cultural Vitality and Participative Governance as set out in this Plan.



DECISION-MAKING AND FISCAL RESPONSIBILITY INDICATORS

Amount held in municipal reserve fund (64)

TARGET: Municipal reserves will continue to be maintained at a minimum level of \$1,000,000 as required by existing policy

Ratio of commercial/residential tax revenues (or rates) (65)

TARGET: Appropriate levels determined annually through budget process

Debt carried vs. maximum debt allowed by province (66)

TARGET: Monitor against provincial baseline

Commercial/Residential property assessment (67)

TARGET: Monitor against local baseline

Municipal revenue sources by percentage and dollar value (68)

TARGET: Appropriate levels determined annually through budget process



ACTIONS

- All Parks Canada decisions with respect to the community shall, where applicable, consider how the proposed decision addresses the Principles of environmental integrity, social equity, economic sustainability, cultural vitality and participative governance as set out in this Plan.

2. FISCAL RESPONSIBILITY

- The Municipality will maintain and update its financial policies in accord with modern practices and provincial legislation.
- The Municipality will work with other communities, and federal and provincial authorities to develop alternative municipal revenue sources.
- The Municipality will review and update its investment policy to include considerations for ethical and green investments.
- The Municipality will continue to prepare 3-year departmental business plans to guide priorities and the creation of the municipal budget.
- The Municipality and Parks Canada will maintain and update procurement policies that are consistent with the principle of responsible environmental stewardship.

** Land use planning and development authority for the Town of Jasper is set forth in the Canada National Parks Act 2000, c. 32, and in all applicable regulations and policies made thereunder. It is anticipated that the Town of Jasper Zoning Regulations C.R.C., c. 1111, will eventually be replaced by the Regulations Respecting the Use of Land in the Town of Jasper, which are currently in draft form and being implemented as policy, where applicable, until they come into effect.*

PART 3

LAND USE PLAN



3.0 PLANNING FOR GROWTH AND DEVELOPMENT

As Jasper matures and evolves, the Municipality of Jasper, Parks Canada, residents, and other partners will continue to make choices regarding the desired form and pace of development in the community. The key is to make choices that simultaneously enhance environmental integrity, support vibrant community life and ensure sustained prosperity.

The *Canada National Parks Act* requires that community plans for National Park communities contain a growth management strategy, a maximum annual rate of commercial growth, limits to commercial development and a community boundary. Land use regulations for park communities describe the location and desired density of housing in the residential districts and the arrangement of commercial uses, community amenities and open spaces throughout the community. Architectural motif guidelines for park communities provide guidance regarding built form elements and community character. This Plan



directs that green building design, wildlife and FireSmart elements be incorporated into the Guidelines.

3.1 GROWTH MANAGEMENT STRATEGY

Continuing on the success of the 2001 Plan, the *Jasper Community Sustainability Plan* seeks to achieve the residents' desire for Jasper to be a good place both to live and to visit. In this regard, it is important that appropriate levels of commercial and community services be maintained both for eligible residents and for visitors. The maximum commercial development limit established in the *Canada National Parks Act* will remain in place, and Parks Canada and community objectives will be achieved within that limit. Controlling the rate of commercial development will better allow housing supplies and social structures to keep pace with the quantity and rate of growth.

Growth management for the community of Jasper has six components:

1. A legislated community boundary;
2. Housing needs projections;
3. Enforcement of legislated eligible residency provisions;
4. Residential development and redevelopment opportunities and residential land releases;
5. Limits to commercial growth and rates of commercial development; and
6. Appropriate use criteria.

3.1.1 COMMUNITY BOUNDARY

The 2001 *Jasper Community Land Use Plan* established the current community boundary, taking in an area of approximately 245 hectares. The *Jasper Community Sustainability Plan* proposes no change to the existing boundary as described in Schedule 4 of the *Canada National Parks Act*.

During public discussions leading to the *Jasper Community Sustainability Plan*, residents and other stakeholders expressed a wide variety of opinions with respect to the community boundary ranging from support for the current boundary to demands for additional development land outside the boundary. While there are mixed views on the community boundary, growth projections indicate that there is sufficient developable land within the boundary to meet community needs at least to the year 2040. These projections are based primarily on assumptions that limits to commercial growth are maintained over the planning period, that Parks Canada continues to enforce eligible residency provisions, and that the planning partners continue to apply appropriate use guidelines for commercial activities. Only if these assumptions are significantly altered will it be necessary to revisit the issue of the community boundary. The community boundary and the commercial development limits are set out in federal legislation and changes would require an amendment to the *Canada National Parks Act*.

3.1.2 POPULATION AND HOUSING PROJECTIONS

The 2008 municipal census established the population of Jasper at 4,745. A shadow population of approximately 500 people (comprised of seasonal employees who are permanent residents in other communities) is included in this figure. Seasonal employees draw on municipal services and require housing just as do other residents and it is therefore important to include shadow populations in projections of future growth. Average annual population growth rate as reported in the municipal census between 2000 and 2008 has been a modest 0.14%.

TABLE 2. *Population and Dwellings in 2008 Municipal Census*

Location	Population	Dwellings (all types)
Jasper town site (within the community boundary)	3,969	1,555
Outlying Areas (outside community boundary, but within municipal boundary)	776	396
TOTAL	4,745	1,951

The 2008 municipal census reported 1,951 housing units in Jasper, including units in areas outside the community boundary (e.g. Jasper Park Lodge). It is assumed that there will be no significant increases in housing in the outlying area, and that most new housing built in Jasper will be located within the community boundary.

As reported in Part 1 of the Plan, recent average annual growth rates in Jasper have been low. Based on average annual growth rates projected to be between 0.1% and 0.3%, the population in 2020 is expected to be between 4,800 and 4,920. Looking to 2040 and using the same growth rates, Jasper’s population could grow to between 4,900 and 5,225.

The *Jasper Housing Study* (2002) determined that the community would experience a need for 235 new housing units by the year 2012. Since 2001, approximately 100 new units have been built in Jasper, resulting in an unfulfilled demand of at least 135 new units. For the purposes of this Plan, the current housing shortfall is estimated at 150 units. By adding this existing housing shortfall of 150 units to the housing needed to accommodate projected community growth to 2020, it is estimated that Jasper will need from 175 to 223 new housing units by the year 2020. If growth rates continue through to 2040, the community would require an additional 40 to 125 units to be created between 2020 and 2040. These housing additions between 2020 and 2040 would bring the full residential need to between 215 and 348 new units over the 30-year planning horizon.

TABLE 3. Housing Projections 2009-2020 and 2020-2040

Period	Housing requirement	Low projection (0.1%/year)	High projection (0.3%/year)
2009-2020	Housing shortfall (<i>Jasper Housing Study</i> (2002))	150	150
	Growth needs	25	73
	Subtotal 2009-2020	175	223
2020-2040	Growth needs	40	125
TOTAL HOUSING NEEDS		215	348

As a result of several factors, including the fixed town boundary, limits to commercial growth, and the eligible residency requirements, the potential for large increases in population and housing demand are limited. If the potential for additional housing growth is considered in direct proportion to the remaining commercial development capacity, the overall demand for new housing may be somewhat more muted than what is suggested above. However, as the *Jasper Housing Study* (2002) concludes, there is an identified shortfall in housing for current residents, which is above and beyond what will be needed to accommodate anticipated community growth. Further, the seasonal influx of employees creates additional housing pressures that boost seasonal demand for housing. For these reasons, the community housing growth projections are a reasonable attempt to account for the amount of new housing that will be required in the coming years.

These projections assume that average household sizes remain relatively constant at around 2.43 people per household (Municipality of Jasper, 2008 Municipal Census) and the growth management provisions discussed in section 3.1 are maintained. As with any long-range community plan, population and housing growth assumptions should be monitored on a regular basis and fully reviewed in conjunction with regular Plan reviews. More detailed information on population and housing projections is found in Appendix A.

3.1.3 RESIDENTIAL INFILL AND REDEVELOPMENT OPPORTUNITIES

The 2001 *Jasper Community Land Use Plan* and the *Jasper Housing Study* (2002) identified potential infill and redevelopment sites as well as areas of Residential Reserve (RR) and Community Reserve (CR). In the 2001 *Jasper Community Land Use Plan*, the development potential of infill residential sites (including the RR lands) was estimated at between 274 and 354 net new dwelling units. Since the adoption of the 2001 Plan, approximately 100 new dwelling units have been created. Some of these developments were not identified in the 2001 Plan, including construction of 37 new units in the Evergreens seniors' residence.

The estimated potential for residential development in the community on unreleased R3 and Residential Reserve parcels, infill sites and redevelopment sites is found in *Table 4* on the following page. For the purposes of the table, *development of unreleased lands and infill*

TABLE 4. Residential infill and redevelopment opportunities identified in the 2001 Jasper Community Land Use Plan, the Jasper Housing Study (2002), and this Plan.

Site Location		Total Housing Potential (net new units)	Housing Built 2001-2008	Housing Proposals and Residual Housing Potential (not yet built)	
				# Dwelling Units Proposed	Residual Housing Potential
DEVELOPMENT OF UNRELEASED LANDS	Bonhomme Street (FV) Jasper Community Housing Corp.	45-70	0	48	0
	Cabin Creek (FW) Caribou Creek Co-op	49-72	0	46	0
	Willow Ave. (FX) Caribou Creek Co-op	8-11	0	11	0
	Parcel FY Caribou Creek Co-op	6-8	0	8	0
	Parcels GA, GB, GC Jasper Community Housing Corp.	142-271 ^A	0	0	142-271 ^A
SUBTOTAL – UNRELEASED LANDS		250-432	0	113	142-271
INFILL OPPORTUNITIES	Patricia Place	6-10	0	0	6-10
	(FS) Mountain Park Lodge	25-30	0	42	0
	Block 13, Lots 24 & 25	8-10	10	0	0
	Block 43, Lots 15 A-D	3	0	3	0
SUBTOTAL - INFILL		42-53	10	45	6-10
REDEVELOPMENT OPPORTUNITIES	Maligne Avenue - Block 21, Lots 1-5 Parks Canada	6	0	0	6
	Turret Street Parks Canada	33	0	0	33
	R3 zoned properties along Geikie	30-35	1	1	28-33
	Upper floor of Central Business District C1 properties	70-80	28	0	42-52
	Redevelopment of R2 lots	20-30	20	0	0-10
	New R2/R3 secondary suites	15-20	4	0	11-16
	Patricia Circle	43	0	0	43
	Seniors Housing Evergreens	37	37	0	0
SUBTOTAL - REDEVELOPMENT		254-284	90	1	163-193
TOTAL – UNRELEASED LANDS, INFILL LANDS & REDEVELOPMENT OPPORTUNITIES		546-769	100	159	311-474
TOTAL RESIDUAL HOUSING POTENTIAL				470-633 UNITS	

Notes:

^A This range reflects the following: At the minimum required development density of 37 units per hectare, Parcels GA, GB and GC would support 142 townhouse units. The maximum density possible (multi-storey apartment-style development) is 414 units. This Plan anticipates that the character of community housing needs, combined with design and aesthetic considerations, will not support maximum-intensity development on the three parcels. Preliminary site reviews suggest a mixed development not exceeding 271 units.



opportunities are meant to include development of vacant lands (those lands with residential zoning designations or unreleased lands that have previously been set aside for future residential development), while *redevelopment opportunities* include lots where commercial and/or residential buildings are built and in active use. Where development potential is indicated for redevelopment parcels, the figures represent the net number of new units that could be created (i.e. new units created minus units lost through demolition equals net housing gain).

These figures reveal that the majority of housing development in Jasper since adoption of the 2001 Plan has resulted from redevelopment opportunities. As this Plan is being developed, there are several housing projects proposed for unreleased lands and infill lands, which could account for up to 159 potential new dwelling units (113 on unreleased land plus 45 on infill lands); however, these proposals have not yet proceeded to development. The remaining potential is between 148 and 285 units (142-271 on unreleased lands and 6-14 on infill lands).

The 2001 *Jasper Community Land Use Plan* identified other residential development opportunities arising through the redevelopment or intensification of development within the community. Since 2001, 90 net new units have been constructed on parcels which had redevelopment potential. A further 163 to 193 new units could potentially be built on these lands and such efforts would offer the advantage of supporting a renewal of outdated housing in the community; however, there are a number of challenges associated with the redevelopment of existing properties. Redevelopment of these remaining parcels may present technical and financial challenges for the project proponents. In addition, if redevelopment does occur on these sites, residents occupying the current housing stock need to be housed elsewhere during the redevelopment process. As well, much of the land available for redevelopment is already in the public domain and trading at market value. While redevelopment of these parcels would add to the community's housing inventory, the new units would not offer the important affordability benefits of units constructed on land made available at less than market value.

Given these constraints and the need for both additional and affordable housing, Parcels GA, GB and GC, identified as Residential Reserve in the 2001 *Jasper Community Land Use Plan*, are designated in this Plan as sites for affordable housing development. In accordance with the policies of this Plan and applicable Treasury Board policies and regulations, these parcels will be zoned R3b and released for residential development at a minimum density of 37 units per hectare. At this density, these three Residential Reserve parcels (3.73 hectares) could accommodate approximately 142 new housing units, and the parcels may support higher density. If transferred to the Jasper Community Housing Corporation, these three parcels of residential land would give the Corporation a sizeable land inventory on which to build new perpetually affordable housing.

Table 4 shows that the current allocation of residential lands, including unreleased residential parcels and opportunities for infill and redevelopment, could accommodate between 470 and 633 new units. Given that the anticipated housing demand to the year 2020 is 175 to 223 units, the supply of as-yet unreleased and infill residential land should be adequate to accommodate the near-term housing needs of the community. Beyond 2020 however, the successful redevelopment of existing properties will become more crucial in meeting the long-term housing needs of Jasper residents. It is important to note that the total residual housing potential of 470 to 633 units is sufficient to meet or exceed expected community needs for housing given current trends (215 to 348 new units to 2040), as detailed in Section 3.1.2. It is also important to note that a number of the sites identified for possible redevelopment are outside the control of the planning partners and both the character of potential redevelopment and its likelihood are unknown.



Housing Actions will continue to include:

ACTIONS

- Parks Canada and the Municipality will facilitate the development of unreleased and infill residential parcels, subject to the following considerations:
 - The proposed development is sensitive to the site context, including adjacent development and existing landform features; and
 - The proposed development adheres to the *Architectural Motif Guidelines* and a new green building policy when developed.
- Parks Canada and the Municipality will facilitate the redevelopment of older housing stock on identified residential redevelopment parcels, subject to the following considerations:
 - A redevelopment plan is created and adopted for opportunities anticipated to involve significant demolitions or relocations of existing housing on three or more lots (including for example, Parks Canada's properties on Turret Street and Maligne Avenue);
 - The heritage value of existing buildings and landscapes is reviewed prior to redevelopment and preserved where possible;
 - The proposed development is sensitive to the site context, including adjacent development and existing landform features; and
 - The proposed development adheres to the *Architectural Motif Guidelines* and a new green building policy when developed.
- Parcels GA, GB, GC, and FV will be transferred to the Municipality of Jasper simultaneously through licences of occupation or similar instruments.



ELIGIBLE RESIDENT DEFINITION

According to the *National Parks Lease and License of Occupation Regulations*, a person eligible to reside in a National Park must meet one or more of the following criteria:

- Anyone whose primary employment is within the park.
- Anyone who operates a business in the park AND whose presence is needed for the day to day operations of that business.
- A retired individual who for five consecutive years immediately prior to retirement:
 - a) was primarily employed within the park, OR
 - b) operated a business in the park AND whose presence was needed for the day to day operations of that business.
- Anyone who lived in the park at the time of their retirement, AND who was living in the park on July 30, 1981.
- Anyone who attends school full time at a registered educational institution in the park.
- An individual, or their descendants through blood or adoption, who leased public lands in Jasper prior to May 19, 1911.
- The spouses, common-law partners or dependants of anyone referred to above.

The preceding is a summary only and has no legal status. The official regulations are authoritative.

ACTIONS

- Parcels GA, GB, and GC will be rezoned R3b Multi-Dwelling District and these three parcels, along with parcel FV, will be released for the construction of perpetually affordable housing, as needed and subject to Treasury Board policy, to the Jasper Community Housing Corporation at a fee which takes restricted land use and limitations on profitability into consideration.
- Parks Canada and the Municipality will complete and implement a Patricia Circle Area Redevelopment Plan providing for more efficient land uses. Future development and residential densities in Patricia Circle will be consistent with the principles in the Area Redevelopment Plan.

3.1.4 ELIGIBLE RESIDENCY

To ensure that a broad supply of housing types are available for those who work and raise families in national park communities, people living in national park communities must meet eligible residency requirements. This ensures that housing remains available for those whose primary objective is to live and work in the community, rather than for recreational or second-home purposes.

ACTIONS

Parks Canada will continue to enforce the eligible residency provisions in the *Canada National Parks Act* to ensure that housing stocks are not diverted to recreational or second-home purposes.

- Enforcement will be accomplished by the following means, subject to periodic review:
 - Requiring statutory declarations from all lessees when lease-related Ministerial Consent is required for mortgage, sale or reassignment;
 - Requiring statutory declarations on demand from all lessees, based upon complaints or investigations; and/or
 - Requiring lessees to complete statutory declarations on behalf of their tenants.

3.1.5 COMMERCIAL GROWTH AND ALLOCATION OF COMMERCIAL FLOOR SPACE

The *Canada National Parks Act* requires that land use plans for all park communities include a clear delineation of the commercial zones in the community, accompanied by a maximum commercial floor space limit and a strategy for managing growth. Accordingly, commercial development limits for Jasper were established for the first time through the adoption of the 2001 *Jasper Community Land Use Plan*. The stated purpose of commercial development limits is to ensure that development and land use within the community does not undermine the ecological integrity of the national park or erode the small-town character of the community.

During development of the 2001 *Jasper Community Land Use Plan*, a review of then existing commercial building stocks identified 108,931 square metres (1,172,524 square feet) of commercial gross floor area (GFA) in the community. Significant commercial development potential

remained within the provisions of the *Town of Jasper Zoning Regulations* and the *Architectural Motif Guidelines*. To respect the community's desire to maintain Jasper's small-town character and to limit the impacts of the town on the surrounding park environment, the 2001 Plan capped commercial development potential at 118,222 square metres (1,272,531 square feet).

This figure was reached in part through a review of the development potential of individual commercial sites in the community which determined that not more than an additional 9,290 square metres (100,000 square feet) of commercial floor area should be accommodated in the C1, C2 and S Block land use districts. The 2001 Plan stated that after this amount of commercial development occurred, no new additional commercial floor area would be allocated, in accordance with the *Canada National Parks Act*. The 2001 *Jasper Community Land Use Plan* stipulated that S Block would receive 2,787 square metres (29,999 square feet) of the remaining GFA, while the C1 and C2 districts would receive 6,503 square metres (69,998 square feet), further divided between C1 and C2 according to a ratio of approximately 4:1. In addition, the 2001 *Jasper Community Land Use Plan* established a maximum annual growth rate of 1.5% (relative to the base figure of 108,931 square metres (1,172,542 square feet)), or 1,700 square metres (18,299 square feet) of commercial GFA.

The commercial development allocations from the 2001 *Jasper Community Land Use Plan* are presented in *Table 5*, as are the amounts that have been allocated and developed since that time.

TABLE 5. Allocation of commercial space since the year 2001.

District	Initial Commercial Allocation	GFA Constructed 2001-2008	Undeveloped GFA	Undeveloped Commercial Allocation
C1 – Commercial ^A	5,109 m ² (54,993 sq.ft)	1,675 m ² (18,030 sq.ft)	3,434 m ² (36,963 sq.ft) (67%)	4,658 m ² (50,138 sq.ft) (72%) ^B
C2 – Hotels	1,394 m ² (15,005 sq.ft)	170 m ² (1,830 sq.ft)	1,224 m ² (13,175 sq.ft) (88%)	
S Block	2,787 m ² (29,999 sq.ft)	2,135 m ² (22,981 sq.ft)	652 m ² (7,018 sq.ft) (23%)	652 m ² (7,018 sq.ft) (23%)
Totals	9,290 m ² (100,000 sq.ft)	3,980 m ² (42,840 sq.ft)	5,310 m ² (57,156 sq.ft) (45%)	5,310 m ² (57,156 sq.ft) m ² (45%)

Notes:

^A This category also includes lands zoned C4. While this is a separate zoning category any proposed development in the C4 category is considered through the allocation of the C1 quota.

^B The JCSP combines the allocations for C1 and C2 development. In 2009, 1,100m² (11,840 sq.ft) have been allocated, however this area remains undeveloped and may be returned to the development allocation for future years. Development proponents have 12 months to obtain a development permit and a further 12 months to obtain a building permit.



The figures reveal that the average rate of commercial growth between 2001 and 2008 has been in the order of 0.45% per year; significantly less than the 1.5% provided for in the 2001 Plan. While a significant portion of S Block space has been allocated and built, the majority of C1 and C2 space has not yet been constructed. At the current average rate of commercial construction (0.45% or 500 square metres (5,382 square feet) per year), the remaining development cap will be fully built out within the next 10 years (by 2018). However, the commercial allocation procedure allows an average of 1,700 square metres (18,299 square feet) to be built each year. This means that if the pace of commercial development increases in the short term, and the full development allocation is used for each year, the remaining development allocation could be fully used within four years. Once the commercial cap has been achieved, future commercial development will be through either redevelopment or intensification of use in existing commercial spaces.

Jasper's economy is highly dependent on the viability of the tourism industry. In support of the Community Goals, Strategies and Actions contained in the Economic Sustainability section of this Plan (Section 2.2), the remaining commercial development allocation should be directed to expanding the range of year-round services and attractions, enhancing the visitor experience, and increasing the accessibility of Jasper National Park to a diverse tourist clientele. As the existing commercial visitor accommodations in Jasper seek to expand the range of services and amenities offered to their guests, it is anticipated that the commercial development allocation for the C1 and C2 districts will be taken up.

Ultimately, finding the right balance of visitor and resident services over time will involve collaboration between key stakeholders including Parks Canada, the Municipality of Jasper, the Jasper Chamber of Commerce, the Jasper Destination Marketing Corporation, Travel Alberta and others. Since hotel and related uses typically occupy large floor areas, this Plan seeks to introduce flexibility in the allocation of commercial development between the C1 and C2 districts in order to respond more effectively to market demands.

The Storage and Services District (S Block) will continue to accommodate businesses that are large users of land and that provide goods and services such as repairs, construction, storage and transportation. Uptake of the commercial development allocation for S Block has been active since adoption of the 2001 *Jasper Community Land Use Plan*, with over 88% of the available GFA having been built. It continues to be Parks Canada's long-term objective to work with CN Rail and the business owners in Walkerville to relocate Walkerville activities to S Block, if appropriate, or to alternative locations over time.

1. LIMITS TO COMMERCIAL GROWTH

- Commercial development in C1, C2, C4 and S Block districts may expand an additional 5,310 square metres (57,156 square feet), including commercial space that has already been allocated but not yet built as of the date of this Plan. Specific development requirements exist for each land use district, as outlined in Section 3.3 of this Plan and in the applicable land use policies and regulations*.
- Housing units and underground parking built in commercial districts are not considered to be commercial floor space.
- Commercial floor space lost through redevelopment will be returned to the available pool for new commercial development and redevelopment.
- The rate of growth and the allocation of commercial floor space to and within each commercial district will be re-examined as part of the five-year review cycle for this Plan.
- Parks Canada will prepare annual reports detailing implementation of the growth management strategy.
- Parks Canada will be responsible for ensuring that the objectives of growth management are achieved.
- The following criteria will be used to evaluate all proposed commercial development:
 - Adherence to the prescribed limits to growth and commercial allocation strategy;
 - Contribution to the maintenance of ecological integrity through green building practices reflecting the No Net Negative Environmental Impact principle;
 - Compliance with appropriate use (Section 3.1.6) and environmental stewardship policies, architectural motif, zoning, development review criteria and other regulatory requirements, as stipulated in this Plan and in other documents of Parks Canada, the Municipality of Jasper and other agencies;
 - Protection and retention of housing for community needs;
 - Infill of commercial lots;
 - Protection of resident-oriented services;
 - Maintenance of heritage and desired community character; and
 - Such additional criteria as may be developed in consultation with the community based on the nature and scope of the proposed project.



- Although commercial land boundaries in the Jasper townsite are fixed in legislation, the Municipality and Parks Canada recognize that there are cases where restructuring of the boundaries of some parcels provides for significantly more efficient use of developable residential lands. The planning partners agree to seek amendments to the CNPA to allow resurvey of such parcels, subject to both parties agreeing that:
 - Realignment of the parcels accomplishes a community benefit;
 - The two parties support a specific realignment proposal; and
 - The area of commercial land in the realigned parcel does not exceed the area of commercial land prior to realignment.

2. COMMERCIAL DISTRICT (C1) AND TOURIST COMMERCIAL DISTRICT (C2)

- Combined new development in the C1 Commercial District and the C2 Tourist Commercial District will be limited to 4,658 square metres (50,138 square feet), including commercial space that has already been allocated but not yet built as of the date of this Plan. New development proposals will be evaluated using the criteria listed above.
- In the C1 district, development of new commercial floor space will occur primarily on the ground floor. Only eligible resident accommodation and commercial uses restricted to resident-oriented services will be permitted on the second floor. Below-grade space may be used for storage, parking or resident-oriented services.
- If commercial buildings with existing second storey and/or basement commercial space are redeveloped, both the 2001 *Jasper Land Use Plan* and this Plan provide for the original commercial floor space to be rebuilt. The redevelopment must also conform to Architectural Motif and development requirements in effect at the time of redevelopment. Existing second floor resident accommodation will not be eligible for redevelopment as commercial space.
- In the C1 District, visitor accommodation will continue to be a discretionary use in second-storey commercial floor space pre-existing the date of approval of this Plan.

3. STORAGE AND SERVICES DISTRICT (S BLOCK)

- New development in the Storage and Services District (S Block) will be limited to 652 square metres (7,018 square feet), including commercial space that has already been allocated but not yet built as of the date of this Plan. New development proposals will be evaluated using the criteria in Section 3.1.
- Parks Canada and the Municipality will encourage the transfer of businesses currently located on CN land to the Storage and Services District. New commercial space developed in S Block to facilitate relocation of Walkerville businesses may be considered outside the commercial allocation procedure but will be within the commercial development cap.

4. RATE OF GROWTH AND ALLOCATION OF NEW COMMERCIAL FLOOR SPACE

Commercial floor space may be allocated for development projects that meet the criteria and directions described in Sections 3.1.5 and 3.1.6. Commercial space allocations will be administered as follows:

- The maximum annual commercial growth rate will be 1.5 per cent of the 2001 commercial floor space inventory of 108,931 square metres (1,172,524 square feet) and will not exceed 1,700 square metres (18,299 square feet) per year. However, in any single year, the rate of growth may exceed 1.5 per cent due to development starts and allocation carryover from previous years, provided that over a three-year period the average annual rate does not exceed 1.5 per cent.
- Once 5,310 square metres (57,156 square feet) of new commercial floor space has been built, no additional commercial floor space will be approved for development in Jasper. Redevelopment of existing commercial properties will be permitted.
- The lottery allocation for development will not continue subsequent to the date of approval of this Plan.
 - Development allocations will be administered by the Municipality subject to the annual rate of growth, the commercial cap, and applicable land use policies and regulations*.
 - Proposals being submitted must conform to submission requirements as described in applicable land use policies and regulations*.
- Commercial development projects adding less than 45 square metres (500 square feet) of new floor space may be approved outside of the annual allocation process, but will be deducted from the total commercial floor space capacity. Only one such project will be allowed per site in any 12-month period.
- Floor space allocation is specific to a particular site and development proposal. Minor design changes that do not result in additional floor space may be considered.
- Projects receiving an allocation must obtain a development permit within 12 months. Floor space allocations for projects that do not receive a permit within the allotted time period will be returned to the commercial capacity pool.
- The inventory of commercial lands and the commercial development limits will be re-examined during the five-year Plan review to ensure that commercial capacity is sufficient for community sustainability.



3.1.6 APPROPRIATE USES IN A NATIONAL PARK COMMUNITY

Businesses in Jasper National Park of Canada must meet appropriate use criteria and satisfy the Heritage Tourism objectives.

ACTIONS

1. APPROPRIATE USE CRITERIA

- Appropriate use objectives will be achieved primarily through the application of licensing criteria. New businesses must:
 - Meet national park, community and world heritage site objectives;
 - Exemplify stewardship practices in their daily operations;
 - Assist the community in serving as a centre for park visitors or provide essential services for eligible residents; and
 - Not be a specifically prohibited activity.
- Businesses serving visitors will continue to be required to meet the following criteria:
 - Facilitate enhanced visitor experiences;
 - Ensure park visitors gain a greater understanding and appreciation of national park values; and
 - Must conform to permitted or discretionary uses in applicable land use policies and regulations*.
- Businesses serving residents will continue to be required to meet the following criteria:
 - The type, size and scope of use must be appropriate to the size of the resident population;
 - Businesses focussing exclusively on value-added production or services to be sold or delivered elsewhere are not permitted; and
 - Must conform to permitted or discretionary uses in applicable land use policies and regulations*.

2. HERITAGE TOURISM OBJECTIVES

- Businesses in Jasper will work toward achieving the objectives of the *Jasper National Park Heritage Tourism Strategy* (see Section 2.4.1(3)). These objectives are:
 - To make all visitors and residents aware they are in a National Park and World Heritage Site by actively fostering appreciation and understanding of the nature, history and culture of Jasper National Park and surrounding areas;
 - To encourage, develop and promote opportunities, products and services consistent with heritage and environmental values;
 - To encourage environmental stewardship initiatives upon which sustainable heritage tourism depends; and
 - To strengthen employee orientation, training and accreditation programming as it relates to sharing heritage understanding with visitors.

3.2 COMMUNITY DESIGN POLICIES

The visual landscape of Jasper is surrounded by the mountain and forest landscape and the built environment has been developed to respect views from the community. The built environment also reflects both the community's history as a mountain town and its traditional architectural scale and character.

The *Architectural Motif Guidelines for the Town of Jasper*, developed in 1993, are used to guide all development and redevelopment in Jasper with the exception of new construction in Old Town Jasper, which is subject to additional specific requirements under applicable land use policies and regulations*. The *Architectural Motif Guidelines* regulate the design and finishing of building exteriors and outdoor spaces for all public and private development projects in Jasper. Together with applicable land use policies and regulations*, they contain detailed specifications for building envelopes, building height, lot coverage, setbacks, landscaping, parking, materials and colours, lighting, and signage.

The *Architectural Motif Guidelines* describe Jasper's mountain architecture as having the following characteristics:

- Buildings are part of the landscape, not separate from it;
- Use of local (or locally-appearing) natural building materials;
- Simple, strong building forms with dominant roofs;
- Buildings are anchored to the ground with a solid base; and
- Mountain architecture creates a sense of enclosure.

These characteristics form the principles for building massing and appearance and contribute to a uniform and picturesque built environment. However, the Guidelines were developed prior to recent sustainable building practices and initiatives, and the Community Goals reflect a keen priority for adopting green building practices. Parks Canada has adopted a flexible approach to accommodate green technologies such as solar panels or LEED™ standards.

ACTIONS

1. COMMUNITY DESIGN

- The design, character and appearance of all new and redeveloped buildings in Jasper shall conform to the *Architectural Motif Guidelines for the Town of Jasper*.
- Parks Canada will amend the *Architectural Motif Guidelines* to include provisions for green building practices and FireSmart development principles.
- Parks Canada will amend the *Architectural Motif Guidelines* to incorporate fencing and landscaping design elements to reduce conflicts with wildlife.
- Streetscape improvements will follow the principles of the *Architectural Motif Guidelines*.
- Public art will be of a scale that complements the surrounding public realm. Development of a municipal public art policy is a Plan Action described in Section 2.4.2 (3).



3.3 LAND USE

Within the legislated framework of the townsite boundary and commercial development limits, land use decisions in Jasper are crucial for long term sustainability and the future character and development of the community. There are both commercial and residential growth pressures in response to increasing visitation and population, and within the community boundary there are limited opportunities to balance demands for housing, commercial development, community facilities, and open space.

Commercial growth is limited to the designated commercial areas, and is subject to the commercial capacity limits outlined in Section 3.1.

While there is no development cap for non-commercial uses in Jasper, the community is constrained by the community boundary, the availability of vacant land, and the height and development controls in applicable land use policies and regulations*. These factors mean that demand for development will require at least some intensification and increased densities in the community as well as development of currently undeveloped lands.

The following section outlines the land use provisions of this Plan. The land use designations are grouped into Residential, Commercial, Institutional, Open Space, and Reserve districts. Five special management areas are also identified.

Land use decisions are currently the responsibility of Parks Canada; however, these decisions impact all aspects of the community, and the integration of land use decisions with social, economic, environmental, governmental and cultural management decisions is important for the community's development and sustainability.

The Land Use Map outlines land use designations for the community. The policies that follow describe the range of uses permitted in these areas, and the community's overall land use approach.

3.3.1 RESIDENTIAL DISTRICTS

Residential areas in Jasper are separated into nine residential districts based on density and dwelling type.

Land use is closely linked to housing. The availability and affordability of housing is a significant issue for the community, and the housing strategy is outlined in Section 2.3.1.

Residential lands are identified on the Land Use Map. The following sections outline general policies which apply to all residential land use districts in Jasper, as well as specific land use policies for each residential district.

3.3.1.1 GENERAL RESIDENTIAL POLICIES

The following policies direct specific land use considerations for existing and new housing, home based businesses, including Private Home Accommodations (PHA), and green housing practices.

1. HOME BASED BUSINESSES

- Home based businesses, including Private Home Accommodations, are discretionary uses and:
 - Must conform to those regulations and policies;
 - Must meet municipal licensing requirements and be licensed by the Municipality; and
 - Are subject to appropriate use guidelines.
- Private Home Accommodations are permitted only in R1 and R2 zones. Development requirements for Private Home Accommodations are found in applicable land use policies and regulations*.
- Parking for Private Home Accommodations must be provided on-site.
- Commercial signage for home based businesses will not be permitted with the exception of approved PHA signage.
- Operation of a home-based business, including a Private Home Accommodation, does not satisfy eligible residency requirements.

2. GREENING OF HOUSING

- New housing development is encouraged to incorporate green and sustainable building practices, as outlined in Sections 2.1.2 (1).
- Home owners are encouraged to adopt sustainable and efficient energy conservation practices such as high-efficiency furnaces, low-flow showers, dual-flush toilets, solar panels, and compact fluorescent lighting.

3. PARKING

- Parking requirements and standards are established in land use policies and regulations*.

4. COMMERCIAL STORAGE

- Commercial operators with business premises elsewhere are not permitted to store materials or vehicles in residential areas.

5. NON-CONFORMING PROPERTIES

- Redevelopment of non-conforming properties will be subject to the direction of the Growth Management Strategy and all applicable land use policies and regulations*.





3.3.1.2 ONE-DWELLING DISTRICT (R1) AND TWO-DWELLING DISTRICT (R2)

The intent of the Single Dwelling (R1) and Two Dwelling (R2) districts is to allow for single-dwelling and two-dwelling residential neighbourhoods respectively.

- Secondary suites are not permitted in R1 districts.
- Secondary suites are permitted in R2 districts provided the number of living units on the lot does not exceed two.
- Where lane access is available, garages and parking will be located in the rear yard.



3.3.1.3 MULTI-DWELLING DISTRICT (R3b) AND MULTI-UNIT SMALL LOT DWELLING DISTRICT (R3a)

The intent of the Multi-Dwelling District (R3b) and the Multi-Unit Small Lot Dwelling District (R3a) is to provide for multi-unit residential development.

The lands designated Residential Reserve in the 2001 *Community Land Use Plan* and the *Regulations Respecting the Use of Land in the Town of Jasper* * were identified in the *Jasper Housing Study* (2002) for residential development. The Goals expressed in this Plan reflect the need for land for affordable housing and Parks Canada’s policy of releasing large parcels for only multi-unit development. Therefore, this Plan proposes to rezone these lands for residential use.

- The lands designated Residential Reserve (Parcels GA, GB and GC) will be rezoned to R3b.
- Minimum density for new development in the R3a and R3b zones will continue to be 37 units per hectare.
- Multi-dwelling developments will require private access to open space and/or balconies for each unit. Provisions for these outdoor amenity areas are established in applicable land use policies and regulations*.



3.3.1.4 COMPACT LOT DISTRICT (R4)

The intent of the Compact Lot District is to provide for housing on compact lots in the Snape’s Hill neighbourhood.

- Redevelopment in the R4 district will be consistent with the *Area Redevelopment Plan for the Jasper Mobile Home District* (2004) and the applicable land use policies and regulations*.
- R4 homes must be owner-occupied.
- Private home accommodations are not permitted in the R4 district.

3.3.2 COMMERCIAL DISTRICTS

Jasper’s commercial areas serve both Park visitors and Jasper residents. There are six commercial districts in the community, separated by use and location. Five of the commercial districts, which comprise the majority of commercial lands – C1, C2, C3, C4 and S Block – are subject to the growth management strategy and the commercial capacity limits outlined in Section 3.1.5. The Hostel District (C5) is addressed separately.

The Commercial District (C1) is located in the central business district and will continue to function as the community's primary retail and service area.

Visitor accommodations are located in the Tourist Commercial District (C2) and the Tourist Commercial Town Centre District (C3). The C2 district is concentrated in the north and south ends of the community. The C3 district includes four existing hotels in and near the central business district. As well, two commercial accommodations have been developed as discretionary uses on C1 zoning in the central business district. Visitor accommodation will remain the primary use in C2 and C3 zoning, along with accessory retail and service uses for visitors.

The Automobile Service Station District (C4) is comprised of five properties, all on Connaught Drive.

The Hostel District (C5) has been designated to allow a non-profit hostel. A future hostel development will replace the Whistler's Hostel and, as a replacement facility operated by a non-profit organization, will be considered outside of the commercial capacity limits.

The Storage and Services District (S) is known locally as S Block and is located east of the main community and railway lands. S Block functions as the storage, service and light industrial area of the community, and will continue to function as such.

Commercial lands are identified on the Land Use Map. The following sections outline general policies for all commercial uses in Jasper, as well as specific policies for each commercial district.

3.3.2.1 GENERAL COMMERCIAL POLICIES

The following policies describe land use provisions in Jasper's commercial areas.

1. COMMERCIAL LANDS

- Commercial lands are described in Schedule 4 to the *Canada National Parks Act*. This Plan does not propose an expansion of commercial zones in the community. Commercial lands designated C1, C2, C3, C4 and S are subject to the commercial capacity limits outlined in the growth management strategy.

2. APPROPRIATE USE GUIDELINES

- All commercial uses in Jasper must comply with the appropriate use guidelines, outlined in Section 3.1.6.

3. NON-CONFORMING PROPERTIES

- Redevelopment of non-conforming properties will be subject to the direction of the Growth Management Strategy and the applicable land use policies and regulations*.





RESIDENT-ORIENTED SERVICES

Resident-oriented services are those whose most significant market is residents (i.e. law offices, accounting services, health and wellness services) although they may serve visitors to some extent. This excludes businesses whose most significant market is visitors (i.e. car rental agencies, or tour companies) although each may serve residents to some extent. Resident-oriented services also exclude businesses whose core functions include the retail sale of physical products, including food and beverage. The test for a resident-oriented service is to consider whether such a service is likely to be present in a community of a similar size to Jasper but whose economy is not driven by visitation.

3.3.2.2 COMMERCIAL DISTRICT (C1)

The intent of the Commercial District (C1) is to permit a range of retail and service uses in the community and to provide for second-storey resident housing and resident-oriented services.

- Below-grade space is permitted to be used for storage, required parking or designated resident-oriented services only.
- Commercial accommodation, including second-storey commercial accommodation, is a discretionary use in existing commercial space.
- New commercial development in second-storeys will be permitted, limited to resident-oriented services. Existing second-floor resident accommodation will not be eligible for redevelopment as commercial space.

3.3.2.3 TOURIST COMMERCIAL DISTRICT (C2)

The intent of the Tourist Commercial District (C2) is to permit commercial visitor accommodations and supporting retail, restaurant and entertainment uses.

3.3.2.4 TOURIST COMMERCIAL TOWN CENTRE DISTRICT (C3)

The intent of the Tourist Commercial Town Centre District (C3) is to permit commercial visitor accommodations and supporting retail, restaurant and entertainment uses in the central business district. The 2001 *Jasper Community Land Use Plan* established C3 zoning to address the (then) legal non-conforming land uses of four hotel properties located on C1 leaseholds.

- Allowable floor space is site-specific and is not permitted to be greater than that existing as of the date of approval of the 2001 *Jasper Community Land Use Plan*.

3.3.2.5 AUTOMOBILE SERVICE STATION DISTRICT (C4)

The intent of the Automobile Service Station District (C4) is to preserve automobile services in the community by permitting a range of gas and service stations, and accessory retail uses.

3.3.2.6 HOSTEL DISTRICT (C5)

The intent of the Hostel District (C5) is to permit development of a hostel in the community.

- The hostel's floor space is considered outside the commercial capacity limits outlined in the growth management strategy.

3.3.2.7 STORAGE AND SERVICES DISTRICT (S)

The intent of the Storage and Services District (S) is to permit a range of uses focussed on the provision of goods and services such as repairs, construction, storage and transportation.

- Incidental retail uses are discretionary uses.
- The visual appearance of S Block will be improved in keeping with the national park setting.
- Accommodation, either for residents or visitors, is not permitted in S Block.
- The planning partners recognize that the character of land uses associated with the Municipality's Environmental Services facility and Parks Canada's compound and operations facility are not fully compatible with the nature of 'Storage and Services' zoning and acknowledge that these land uses may be more appropriate to Institutional zoning. The parties are in agreement that efforts will be made to adjust the zoning for these facilities if and when an opportunity arises to do so within Parks Canada's legal and regulatory land use framework*.



3.3.3 INSTITUTIONAL AND PUBLIC SERVICES DISTRICTS

The institutional properties serving the community as gathering spaces, heritage sites and sites for public institutions including the library, schools, churches, and Activity Centre, are an important part of the Jasper townscape. Institutional zoning is concentrated in the centre of the community, west of the central business district.

The Jasper Heritage Railway Station and adjacent lands form the Public Service District, and this building is a significant part of the Park's rail, settlement and tourism history. The uses in this district reflect the historic and cultural significance of the building both in the community and in the Park.

There is support in the community for the development of an arts and culture centre, and while there is no current project or program for such a development, a cultural centre would highlight Jasper's cultural heritage and provide assembly and performance space in the community. Institutional land would be required for such a development.

Institutional and Public Service lands are identified on the Land Use Map. The following sections outline land use policies for these districts.



3.3.3.1 INSTITUTIONAL DISTRICT (I)

The intent of the Institutional District (I) is to permit a range of institutional, governmental, educational and community service uses.

- Should future needs require significant additional parking in the Central Business District, two-storey parking structures will be permitted on institutional lands located east of Connaught Drive.
- Lands to be rezoned Institutional are identified on the Land Use Map, and include:

- Athabasca Park and the unopened road allowance adjacent to Athabasca Park. The Jasper National Park of Canada Information Centre and surrounding grounds are a National Historic Site and are protected from future development;
- A 0.184 ha portion of Centennial Park at the corner of Turret Street and Maligne Avenue to permit development of a building for year-round provision of local children’s programming and childcare;
- The unnamed right-of-way adjacent to Block 6 Lot 15; and
- Parcel GO (Friends of Jasper National Park building).

3.3.3.2 PUBLIC SERVICES DISTRICT (PS)

The intent of the Public Services District (PS) is to permit government services, transportation services, and parking areas in the Jasper Heritage Railway Station and adjacent lands.



3.3.4 OPEN SPACE DISTRICTS

The Open Space designation has traditionally included both recreation areas and natural open space areas, including playing fields, landscaped parks, and riparian areas. Open Space is important to community character and quality of life, and is valued by residents and visitors.

Open space areas are not all designed for active recreation, and a number of areas in the community remain natural riparian and forested areas. To protect these natural areas, this Plan separates the existing Public Open Space district (O) into two districts – the Recreational Open Space district (ROS) and the Natural Open Space district (NOS).

Open Space lands are identified on the Land Use Map. The following sections direct the creation of two Open Space Districts and outline applicable land use policies.

3.3.4.1 RECREATIONAL OPEN SPACE DISTRICT (ROS)

The intent of the Recreational Open Space district is to provide open space for recreational uses and cultural heritage presentation. ROS zoning includes the landscaped areas and the passive and active recreation areas in the community.

- Lands to be rezoned Recreational Open Space are identified on the Land Use Map, and include:
 - Block 33 (Lion’s Park);
 - Block 35, Lots 3, 4, and 5 (Fireman’s Park);
 - Parcel CM, Lots 7, 13, 14, 15 and 16 (areas adjacent to Aspen Close);
 - Parcel R11 (Bowling Green);
 - Parcel R5 (Centennial Park) exclusive of small parcel at corner of Turret Street and Maligne Avenue;
 - Parcel R7 (Robson Park);

- Parcel GP (greenspace around Friends of Jasper National Park building);
 - Block 40, Lots 19 and 27 (Cabin Creek Parkettes);
 - Block 41, Lot 23 (Cabin Creek Parkette);
 - Block 101, Lots 15 & 16; Block 102, Lots 15 & 16 (corner spaces at Patricia Circle);
 - The undesignated parcel bordered by Hazel Street, Connaught Drive, the CN right-of-way and Parcel CL (Petro Canada south site); and
 - The unsurveyed parcel bordered by Hazel Street, Connaught Drive, the CN right-of-way and the undesignated parcel containing the municipal parking development across from the Shell station on Connaught Drive.
- Permitted uses in the ROS district include outdoor recreational services, playgrounds, public parks, and community gardens. Accessory buildings and utility services are discretionary uses.
 - All development is prohibited except accessory buildings necessary to support recreational and utility uses or required for the maintenance of open space, subject to the provisions for accessory buildings outlined in applicable land use policies and regulations*.
 - While Block 101, Lots 15 & 16 and Block 102, Lots 15 & 16 (corner spaces at Patricia Circle) are in the ROS district, it is anticipated that future residential development may occur in Blocks 101 and 102 and that such development may be facilitated by rezoning these lots to a residential use. This Plan recognizes the potential for such a rezoning.

3.3.4.2 NATURAL OPEN SPACE DISTRICT (NOS)

The general intent and purpose of the Natural Open Space district is to provide environmental protection for forested areas and natural riparian areas.

- Lands to be rezoned Natural Open Space are identified on the Land Use Map, and include:
 - Block 39, Lots 2, 5, 11 and 12 (lands surrounding Stone Mountain Village and above residential development west of Cabin Creek Drive);
 - Block 45 (Snape's Hill);
 - Undesignated land between parcels CV-1 (Patricia Circle) and CV-2 (TriJon development) and Connaught Drive;
 - Undesignated lands east of Connaught Drive to the town boundary south of parcel GA;
 - Unzoned lands in Snape's Hill neighbourhood (unreleased part of Block 44, enclosed by Cabin Creek Drive, Lodgepole St., Aspen Ave and Poplar Ave);
 - Undesignated riparian area between parcel CV-1 (Patricia Place) and Block 38;
 - Undesignated land between Block A (Catholic Church) and





Pyramid Lake Road;

- All lands on either side of the waterway of Cabin Creek not otherwise zoned and existing contiguous open space areas;
 - All those areas east of Connaught Drive, west of the CN right-of-way, north of Aspen Avenue, and south of the community boundary, not otherwise designated; and
 - Parcel FZ (on Patricia Street across from Patricia Place).
- Pathways, hardened pathways and utility services are discretionary uses.

3.3.5 RAILYARD DISTRICT (RY)

The Railyard District (RY) includes CN's lands in Jasper. These lands are part of the historic fabric of the community's development and the rail industry remains a large part of the local economy. These lands are owned by CN, but remain subject to the *Canada National Parks Act* and regulations, and this Plan.

- These lands are permitted to be used only for railway purposes. Parks Canada will continue discussions with CN to end non-railway commercial land use in Walkerville and businesses located in Walkerville will be encouraged to relocate to S Block or other alternative locations.
- No new business licenses will be issued for uses in Walkerville.

3.3.6 COMMUNITY RESERVE (CR)

Community Reserve lands are set aside for possible future community use and development, but are not designated for any specific development. For the lands to become available for development, a community review is required, such as a comprehensive planning study for community facilities or a review of this Plan. For development to occur, these lands will require rezoning to the appropriate land use district.

The intent of the Community Reserve (CR) designation is to reserve lands for future community use and development.

- Community Reserve lands will not be released for any purpose until completion of an updated housing study. Furthermore, any use of Community Reserve lands other than housing is subject to a community review.
- Mixed-use development including housing and institutional uses may be permitted.

3.4 SPECIAL MANAGEMENT LAND USE DISTRICTS

Five special management land use districts have been identified as areas of special character and importance in Jasper, and recognize areas subject to special land use management. These special management districts are identified on the Land Use Map.

3.4.1 COMMUNITY CORE

The Community Core district is located at the centre of the townsite and includes the central business district, institutional lands and public parks that form the centre of commercial activity and community life in Jasper. The designation of this area as a special management land use district recognizes the historical and functional centre of the town, which includes the majority of public heritage buildings in the community.

- The Community Core will be the focus of public and private efforts that contribute to the creation of an attractive and functional environment for commercial activity, community life, tourism, entertainment, culture, and housing.
- Permitted uses in the Community Core include commercial, retail, tourist accommodation, gas stations, institutional, civic, residential, and open space uses as defined by the land use designations.
- The Community Core should be the focus for public streetscape improvements and pedestrian amenities. Portions of Patricia Street and Elm Street within the Community Core area are possible locations for temporary pedestrianized zones and street fairs.
- The Community Core should be the focus for public art and heritage restoration initiatives.
- The redevelopment and intensification of residential properties within the Community Core is encouraged.



3.4.2 OLD TOWN JASPER

The Old Town Jasper district, designated as R2H in the *Regulations Respecting the Use of Land in the Town of Jasper**, is a heritage residential neighbourhood in Jasper. The neighbourhood, with its mix of single-detached and duplex dwellings, is valued as an area of heritage character that reflects the historic development of residential areas in Jasper.

- Development and redevelopment are subject to the *Design Guidelines for New Construction in Old Town Jasper*, as well as specific provisions of applicable land use policies and regulations*. Old Town Jasper should be the focus of heritage preservation programs and incentives to preserve the heritage character of the neighbourhood and its homes.

3.4.3 CABIN CREEK WEST

The Cabin Creek West subdivision includes single dwelling, duplex dwelling and townhouse dwelling properties with alternative lot development standards that have allowed for higher densities than the standard R1, R2 and R3 districts. In the *Regulations Respecting the Use of Land in the Town of Jasper** these areas are designated as R1CCW, R2CCW and R3CCW.



3.4.4 SNAPE'S HILL NEIGHBOURHOOD

The Compact Lot District (R4) is the area known as the Snape's Hill neighbourhood. Originally a mobile home district created as a temporary housing solution, it has become a permanent part of the community and offers more affordable home ownership than other areas of the community.

An Area Redevelopment Plan (ARP) prepared in 2004 encourages the redevelopment of the neighbourhood with compact single-detached homes and incorporates upgrades to underground servicing. The ARP directs that redevelopment of properties in the Snape's Hill neighbourhood must occur with new construction; new mobile homes are prohibited in an effort to transition the neighbourhood to permanent development.



3.4.5 PATRICIA CIRCLE

Patricia Circle has a low density mix of one and one-and-a-half storey post-war houses and prefabricated modular homes. The area may represent a redevelopment and new housing opportunity. An area restructure plan (ARP) was completed in 2010 and recommends several options for redevelopment of this area.

- In accordance with the ARP, rezoning may be considered to provide for greater residential densities.

3.5 COORDINATION OF LAND USE AND MUNICIPAL RESPONSIBILITIES

While Parks Canada maintains responsibility for land use in Jasper, the Municipality is responsible for the maintenance of roads and municipal rights of way.

ACTIONS

- Parks Canada and the Municipality will work together to:
 - Ensure that land use decisions have no negative impacts on traffic or access to rights-of-way in Jasper;
 - Ensure new development meets appropriate design standards for sidewalks, driveways, access, traffic signals, medians, and solid waste and recycling facilities as applicable;
 - Encourage developers to improve pedestrian areas and medians as part of development and redevelopment; and
 - Take active steps to remove encroachments on municipal and federal lands.

** Land use planning and development authority for the Town of Jasper is set forth in the Canada National Parks Act 2000, c. 32, and in all applicable regulations and policies made thereunder. It is anticipated that the Town of Jasper Zoning Regulations C.R.C., c. 1111, will eventually be replaced by the Regulations Respecting the Use of Land in the Town of Jasper, which are currently in draft form and being implemented as policy, where applicable, until they come into effect.*



TOWN OF JASPER LAND USE MAP

LAND USE DISTRICTS

Residential Districts

- R1 - Single Dwelling
- R2 - Two Dwelling
- R3a - Multi Dwelling (Small Lot)
- R3b - Multi Dwelling
- R4 - Compact Lot (Single)

Commercial Districts

- C1 - Commercial
- C2 - Tourist Commercial
- C3 - Tourist Commercial Town Centre
- C4 - Automobile Service
- C5 - Hostel
- S - Storage & Service

Open Space Districts

- ROS - Recreational Open Space
- NOS - Natural Open Space

Institutional Districts

- PS - Public Services
- IN - Institutional

Reserve District

- CR - Community Reserve

Railyard District

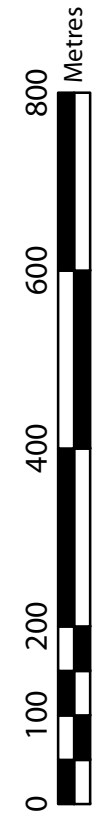
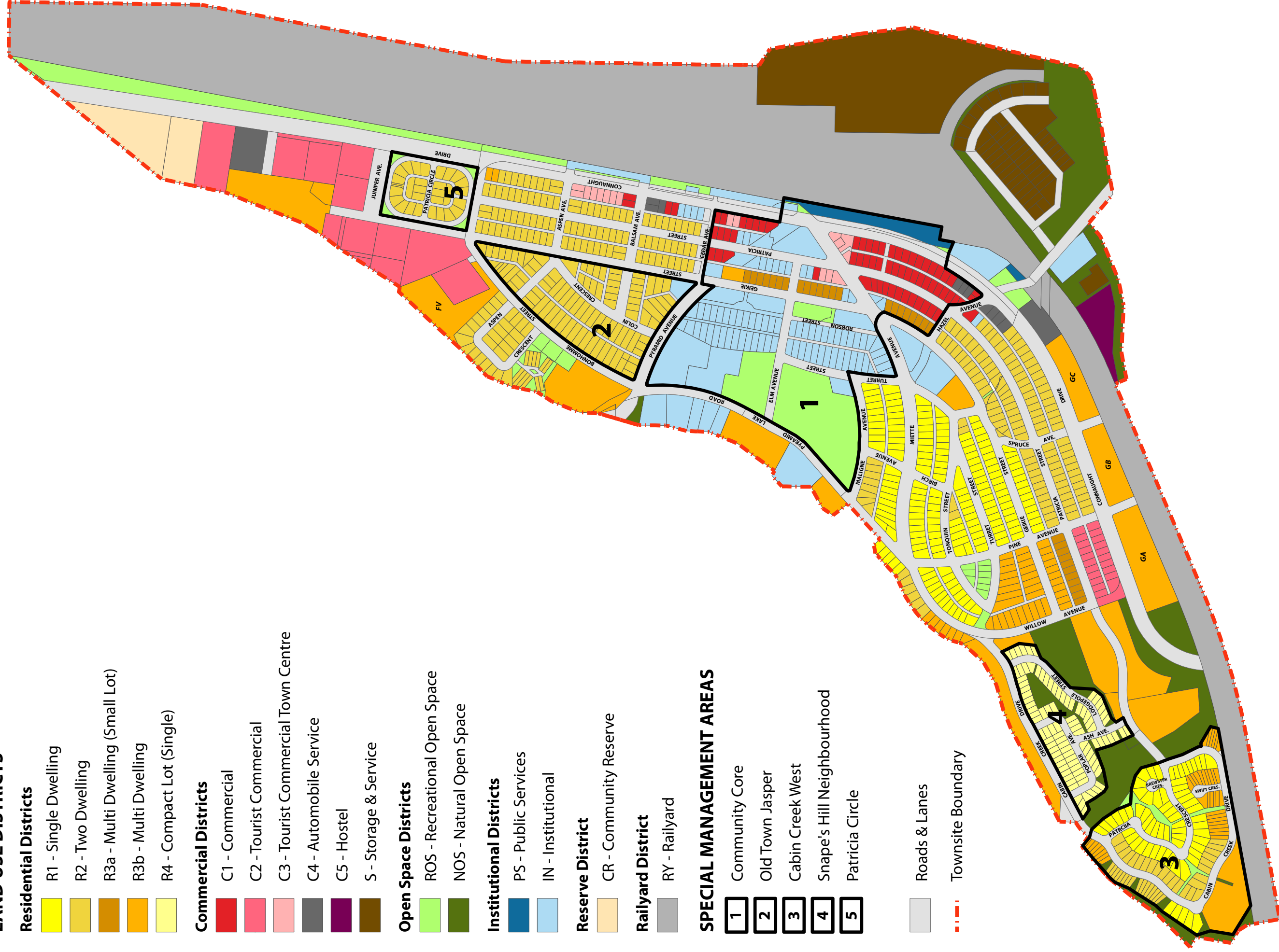
- RY - Railyard

SPECIAL MANAGEMENT AREAS

- 1 Community Core
- 2 Old Town Jasper
- 3 Cabin Creek West
- 4 Snape's Hill Neighbourhood
- 5 Patricia Circle

- Roads & Lanes

- Townsite Boundary



PART 4

IMPLEMENTATION



4.0 ACTING ON THE PLAN

The success of the *Jasper Community Sustainability Plan* will depend on coordinated implementation of the Strategies and Actions that support the Plan's Vision, Principles, Goals and Targets. Part 4 describes the monitoring tools and various resources Parks Canada, the Municipality of Jasper, other partners, and the community at large can marshal to make the Vision a reality. In several cases, collaboration between different levels of government, community organizations and Jasper residents will be required to achieve the outcomes described in this Plan.

4.1 TARGETS AND INDICATORS

The assumptions used to develop the policies of this Plan can be tested by monitoring the community's performance and analyzing trends over time. The monitoring of Indicators over time will allow the Municipality of Jasper, Parks Canada, local partner organizations, and the community



at large to respond to changing circumstances and continuously improve on the effectiveness of the *Jasper Community Sustainability Plan* and related initiatives. Both of the planning partners are committed to ensure appropriate resource levels for review and monitoring activities.

The Indicators in this Plan are highlighted in the sidebar text throughout Part 2; additional details regarding these Indicators are contained in Appendix B. While baseline data is currently available for many of the Indicators, there are other Indicators for which the process of data collection will be more complex. For this reason, the *Jasper Community Sustainability Plan* subdivides the Indicators into two categories:

- Core Indicators – measurements for which data collection is central to understanding the community's progress against the stated Goals; and
- Supplemental Indicators – measurements for which data collection is considered helpful, but not necessarily vital to assess community performance.

Parks Canada and the Municipality are committed to periodically reviewing the data associated with both core and supplemental Indicators. In most cases, quantitative Targets have been adopted for those Indicators that lend themselves to such treatment. However, the evaluation of trends, outcomes, and changing community values is complex. To fully understand these Indicators and their policy implications will require research, monitoring and evaluation. The process is ongoing: as Plan Targets are met, the Municipality and Parks Canada may adopt increasingly progressive Targets that move the community closer to sustainability.

As Plan implementation progresses, the planning partners may determine that the data for a particular Indicator is unreliable, unavailable or impractical to obtain. In these cases, the Municipality and Parks Canada may decide to substitute another Indicator that adequately addresses the applicable Goal or set of Goals. A comprehensive Indicator report will be produced not less than every five years, coinciding with the Plan review. Such reports may be integrated with the State of the Community Reports issued by Parks Canada in advance of major Plan reviews.

- The Municipality and Parks Canada will implement an ongoing monitoring program for the *Jasper Community Sustainability Plan* consisting of Targets, Indicators, surveys and research as may be required to assess changing conditions and performance.
- The Municipality and Parks Canada will establish coordinated monitoring activities and dedicate appropriate resources for Plan monitoring and implementation.
- On an annual basis the Municipality and Parks Canada will prepare a joint report detailing the JCSP tasks completed and tasks underway.
- At least every five years as part of regular Plan reviews the Municipality and Parks Canada will prepare a comprehensive joint report detailing the community's progress measured against the Core and Supplemental Indicators, and an analysis of activities

relating to each of the five pillars of sustainability. This report is intended to meet the obligations for Parks Canada's State of the Community reporting.

4.2 IMPLEMENTATION TOOLS

Due to the unique governance arrangement in Jasper, each of the planning partners has a different yet complementary set of tools available for Plan implementation. The *Jasper Community Sustainability Plan* represents a key opportunity for both the Municipality of Jasper and Parks Canada to work toward a shared Vision of a sustainable community future. The success of the Plan will also depend on engaging the community and visitors. This section describes the various tools each organization can put to use in Plan implementation.

4.2.1 PARKS CANADA

1. REGULATIONS RESPECTING THE USE OF LAND IN THE TOWN OF JASPER *

The *Town of Jasper Zoning Regulations* and the *Regulations Respecting the Use of Land in the Town of Jasper **, as applicable, will be the principal documents that implement the land use provisions of this Plan. These land use policies and regulations*, contain provisions that control the use of land, the erection and use of buildings and structures, yard requirements, parking and loading space requirements and other such matters.

- Parks Canada will implement the *Regulations Respecting the Use of Land in the Town of Jasper ** as Parks Canada policy where applicable.
- Parks Canada will propose the *Regulations Respecting the Use of Land in the Town of Jasper ** be amended to conform to the directions of this Plan.
- As a priority measure, Parks Canada will recommend that the Government of Canada make the revised *Regulations Respecting the Use of Land in the Town of Jasper ** into law.
- Enforcement of land use regulations is required to ensure conformity with this Plan.
- Subject to applicable laws and policies, applications for rezoning must meet all of the following criteria:
 - Conformity with the general intent of this Plan;
 - Compatibility with adjacent land uses ;
 - Suitability of the land for the proposed use, including the size and shape of the lot(s) being used;
 - Adequacy of vehicular access and required on-site parking;
 - Adequacy of utility infrastructure; and
 - Consideration of community input.
- Parks Canada will consider requests for rezoning of single lots in response only to irregular lot configuration or other factors not



common to the district.

- Parks Canada will not consider rezoning applications for properties that are out of compliance with existing zoning.
- Parks Canada will not consider rezoning applications of a speculative nature. All applications must be made by the leaseholder and if a property has not been developed after a period specified at the time of rezoning it will revert to the original zoning.
- Each Plan review will incorporate opportunities for lessees to make and discuss submissions with respect to zoning.

2. ARCHITECTURAL MOTIF GUIDELINES

The *Architectural Motif Guidelines* provide design criteria and policies that must be considered in the development process. The intent of these guidelines is to guide development proponents and Parks Canada staff in preparing plans for new development.

3. DEVELOPMENT APPROVALS

Parks Canada administers a development review process to control development and ensure that it is undertaken in accordance with this Plan, applicable land use policies and regulations*, motif guidelines, and other related plans and policies.

4. ENVIRONMENTAL ASSESSMENT

Every development undertaken in the community of Jasper is subject to the *Canadian Environmental Assessment Act 1992, c. 37*. This legislation requires an assessment to determine the potential environmental effects of a proposed development and how the development under review relates to other existing or proposed projects. Each assessment will result in the prescription of appropriate mitigation measures to protect the environment and includes a public consultation component. Environmental assessments are prepared by proponents, then reviewed and approved by Parks Canada. Most projects within the town boundary can be assessed under a simplified process known as a model class screening.

5. BUDGETING

Parks Canada will consider the *Jasper Community Sustainability Plan* and its Goals in budget discussions and approvals.

4.2.2 MUNICIPALITY OF JASPER

1. MUNICIPAL BY LAWS

Under the authority of the *Municipal Government Act* and subject to the provisions of the *Agreement for the Establishment of Local Government in the Town of Jasper*, the Council of the Municipality of Jasper may enact by laws to implement the provisions of this Plan.

The Council of the Municipality of Jasper maintains a policy manual to

guide municipal decision-making and procedures. These policies will be updated where necessary to reflect the directions of this Plan.

2. MUNICIPAL BUDGETING

The Municipality will consider the *Jasper Community Sustainability Plan* in annual budget discussions and approvals to ensure that financial planning and capital works are consistent with the Goals and policies of this Plan.

3. PUBLIC COMMITTEES AND AUTHORITIES

The Municipality of Jasper maintains a variety of public and advisory committees to address specific community issues, as needed. These boards are an important link to residents and promote community participation in local governance. Terms of reference approved by Council provide the mandate for each of these groups. These boards and committees will play an instrumental role in implementing key Actions of this Plan. Such bodies may include but are not limited to the following:

- Jasper Environmental Stewardship Advisory Committee (jointly with Parks Canada);
- Jasper Community Housing Corporation;
- Jasper Culture and Recreation Board;
- Family and Community Services Board;
- Community Health Advisory Committee;
- Green Space Planning Committee; and
- Municipal Library Board.

4.2.3 PROJECT IMPLEMENTATION

A list of key Plan projects and initiatives and a schedule for their implementation can be found in Appendix C.

4.2.4 PLAN ADMINISTRATION AND INTERPRETATION

The following policies provide guidance for the administration and interpretation of Plan contents.

1. ADMINISTRATION

- This Plan will be jointly administered by the Municipality of Jasper and Parks Canada on the basis of their respective authorities, and under the direction of Council and the JNP Superintendent or designate.
- This Plan should be read as a whole to understand its comprehensive and integrative intent as a policy framework for priority-setting and decision-making in Jasper.
- Plan implementation will take place over time. The use of the word “will” to indicate a commitment to action on the part of either or both of Parks Canada and the Municipality should not be construed as a commitment to proceed with any particular undertaking. Initiatives that are undertaken may be addressed



in a phased manner, as determined by the Superintendent, Jasper National Park, and the Council of the Municipality of Jasper, subject to applicable laws and policies, budgeting, program availability and demonstrated community needs.

2. INTERPRETATION

- The community boundary is defined in Plan 88094 and the boundary of the commercial zones is defined in Plan 88095, both recorded in the Canada Lands Surveys Records at Ottawa. These boundaries may be changed only through an amendment to the *Canada National Parks Act*.
- Boundaries of land use zones in this Plan are identified on the schedules to this Plan and in the applicable land use policies and regulations*.
- Boundaries of the policy areas in this Plan are approximate and, unless otherwise noted, will be considered as general except where they coincide with roads, railways, electrical transmission lines, water courses and other clearly recognizable physical features. Unless otherwise stated in applicable law or policy, when the general intent of the Plan is maintained, minor adjustments to such boundaries will not require amendment to this Plan.
- Where the Plan refers to studies, guidelines, and other policy documents, such as the *Architectural Motif Guidelines*, *Jasper Housing Study (2002)* or *Urban Forest Management Plan*, such policy documents are not part of the Plan. These documents express Parks Canada and Council policy and may be used to guide Parks Canada and Municipal decisions on development applications, public works, and other matters.

3. PLAN REVIEW

By agreement between the planning partners and as required by Parks Canada policy, this Plan will be subject to a five-year review to be completed not later than the end of the sixth year following Plan approval. After the first review, subsequent Plan reviews will be completed not later than the end of every fifth year for as long as this Plan or its successors remain in effect.

The strategic nature of the *Jasper Community Sustainability Plan* makes it unlikely that circumstances will arise in which the planning partners find a Plan review to be necessary before a full five-year period has elapsed. Nevertheless, to provide for flexibility should such a need arise, the planning partners may by agreement undertake a full or partial Plan review at any time between scheduled five-year reviews.

Plan reviews will be conducted to mirror as much as possible the process leading to this *Jasper Community Sustainability Plan*, to reflect the content and intent of the Community Plan Charter, and to satisfy Parks Canada's policy and regulatory requirements. Within these parameters, the planning partners may undertake Plan reviews at the level of detail and comprehensiveness they determine, by agreement, to be appropriate.

4.2.5 STRATEGIC ENVIRONMENTAL ASSESSMENT

1. BACKGROUND

The *Jasper Community Sustainability Plan* was developed by Parks Canada and the Municipality of Jasper with the involvement of community residents and other interested Canadians. It replaces the *Jasper Community Land Use Plan*, approved in 2001.

The 2001 Plan focused primarily on ecological integrity, the protection of built heritage resources, managing commercial growth, providing an adequate supply of residential housing and maintaining the community's character. This plan builds on that foundation, but addresses other important elements of a vibrant and healthy community, including social equity, economic sustainability, cultural vitality and participative governance. From a vision for the community to concrete strategies and actions, the plan sets out a comprehensive program of policies and proposals to guide the future of the community of Jasper. The new plan provides strategies to deliver on the separate and shared mandates and responsibilities of Parks Canada and the Municipality of Jasper, and provides an integrated response to the issues and challenges identified in the 2006 *State of the Community Report for the Town of Jasper*.

Parks Canada is required to prepare a Strategic Environmental Assessment (SEA) for the Community Plan in accordance with the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals, 2004. The purpose of a SEA is to review the potential environmental outcomes, both positive and negative, associated with a plan or policy, and to identify the means for avoiding or reducing adverse environmental effects and enhancing positive environmental effects. Any physical projects that result from the implementation of this plan will be assessed in accordance with the *Canadian Environmental Assessment Act 1992, c. 37*.

The next section presents a summary of the assessment and findings to be reported in the SEA. The assessment focuses on issues within the geographical area defined by the community boundary. However, it also considers the cumulative effects of the plan's proposals on the Three Valley Confluence area of Jasper National Park within which the community is located.

2. ASSESSMENT AND FINDINGS

Environmental Integrity

The plan contains numerous actions and strategies that, if implemented, are expected to have positive environmental effects. The majority of these actions and strategies are found in the Environmental Integrity section of the Plan. Some examples are:

- changing Architectural Motif Guidelines and land use regulations to recognize design considerations for buildings with less environmental impact;
- conducting a greenhouse gas inventory, and developing and implementing an action plan to reduce greenhouse gas emissions;



- developing and implementing water conservation programs; and
- making the community more pedestrian- and bicycle-friendly and implementing public transportation initiatives.

Cultural Vitality

Likewise, many of the strategies and actions set out in the Cultural Vitality section, if implemented, will result in improved protection of cultural resources. These include:

- establishing a Cultural Heritage Advisory Board and developing a Built Heritage Resource Management Strategy;
- providing incentives to assist with the conservation and maintenance of heritage buildings owned privately;
- protecting the heritage character of areas such as Old Town Jasper and Athabasca Park; and
- upholding and reinforcing Jasper's mountain town character through Architectural Motif Guidelines and sensitive streetscape design.

Land Use and Growth Management

The Plan forecasts a managed modest and incremental overall increase in density that complements the existing community fabric. Some existing natural areas will be converted into housing. The development of reserve parcels, infilling, and increased site coverage may result in the permanent loss of vegetation, impacts to landforms, impacts to wildlife (e.g. birds, small mammals, ungulates) that currently use or move through pockets of habitat located in the community, and increased storm water run-off. A modest increase in density may be accompanied by an incremental increase in the town's population and, consequently, increased requirements for resources, such as power and water, and increased production of solid waste and wastewater.

Some of the effects associated with increased densities will be offset by other provisions in the plan, the most important of which are the limits to development carried forward from the 2001 Plan and enshrined in the *Canada National Parks Act* (i.e., the community boundary is fixed, the amount of commercial development is capped, and commercial development is only permitted within commercially zoned areas). Other direction that will ensure that negative environmental effects are minimized includes:

- higher environmental and aesthetic standards for new development;
- ensuring that buildings with heritage value and landscapes are preserved and/or complemented by new development; and
- maintaining eligible residency requirements.

Other land use proposals are likely to have neutral environmental effects (e.g., the replacement of commercial space on CN land with new commercial space in S Block, changes to the configuration of the commercial zone) or slightly positive environmental effects (e.g., new zoning separating recreational open space from natural open space creating more certainty around the use of natural open space).

Economic Sustainability

The desire to foster a healthy economy is another pillar of the Community Plan. Some of the actions that fall under this heading have the potential to engender adverse environmental effects. For example, goals to reduce the seasonality of the tourism industry and increase access to the town may result in increased visitation, particularly in shoulder seasons which are sensitive times for some wildlife.

Negative effects on ecological and cultural resources within the community are possible, if use is not carefully managed. The Plan's growth management strategy, appropriate use guidelines, support for heritage tourism, and promotion of sustainable environmental practices will minimize the potential for adverse effects. Given the high levels of human activity and development already present in the town, additional activity is unlikely to have a noticeable effect on ecological and cultural resources within the town boundary. The cumulative effects of increased visitation on areas adjacent to the town are discussed in the next section.

Specific actions, like constructing new public washrooms and installing new streetlights, can have positive environmental effects if new technology is adopted (e.g., fixtures that reduce water consumption, streetlights consistent with the Dark Sky policy).

The Community Plan contains many other proposals that are not likely to create any environmental effects (e.g., initiatives to increase arts programming, promote lifelong learning, showcase Aboriginal heritage, encourage volunteerism and civic involvement). Strategies and actions that are not expected to result in any environmental effects are not discussed in detail.

Cumulative Effects

Cumulative effects result when the environmental effects of a number of distinct projects or activities act in combination on the environment. The community of Jasper is located in the Three Valley Confluence, an area of Jasper National Park that is already significantly influenced by visitor facilities, human activity, four major transportation corridors and the community itself. Previous development has fragmented the landscape and inadvertently created physical barriers to wildlife and aquatic circulation, has altered vegetation communities (e.g., through fire suppression and incursions of non-native plants), and has impacted soil and water quality. The displacement of wildlife from key habitats by human activity and habituation are also key concerns.

Although the physical footprint of the community is bounded, increased numbers of visitors and residents in the townsite are likely to result in increased human activity beyond the townsite boundary. This could result in the increased displacement of sensitive wildlife species and contribute to the hyperabundance of species, like elk, that tolerate, or even benefit from, living in close proximity with people.

Recently, environmental gains have been made through projects such as the development of the *Three Valley Confluence Trail Plan*, improvement



of wastewater treatment, closure of the landfill, restoration of disturbed areas and treatment of contaminated sites. Proposals contained in this Plan (e.g. enhance storm water treatment, adopt Dark Sky policy) and in the 2010 *Jasper National Park Management Plan* (e.g. *implement Three Valley Confluence Trail Plan*, address high numbers of elk in Three Valley Confluence) will help to reduce the cumulative effects of human activity and development on sensitive ecological components and enhance ecological integrity

Positive outcomes from increased visitation are expected by strengthening Canadians' connection to Jasper National Park through firsthand experiences. Parks Canada and the Municipality of Jasper will contribute to reducing cumulative environmental effects on ecological and cultural resources by building increased awareness, understanding, support and involvement in management initiatives, promoting and demonstrating leadership in environmental stewardship and by showcasing sustainable tourism practices.

The updated *Management Plan for Jasper National Park* (2010) provides complementary strategies that address cumulative effects at the appropriate scale, and which need to be effectively implemented in coordination with the *Jasper Community Sustainability Plan* to fully achieve the intended outcomes of both plans.

3. CONCLUSION

In conclusion, the *Jasper Community Sustainability Plan* provides appropriate strategic direction to achieve the intended results under the mandates and responsibilities of Parks Canada and the Municipality of Jasper. Strategies are identified to avoid or reduce the potential negative effects that may arise from individual initiatives or as a result of cumulative effects. Challenges and planning priorities identified in the 2006 *State of the Community Report* are addressed, and implementation of the new plan should contribute to maintaining or improving the condition and trend of indicators identified in the report. Public participation was initiated early as a cornerstone of the process and made substantial contributions throughout the process to develop the Plan.

Timing of the planning processes for the *Jasper Community Sustainability Plan* and the *Park Management Plan* overlapped, ensuring consistency in policy and strategic directions. Together the two Plans provide strategies at the community scale and the Park scale for achieving the intended results for community sustainability aspirations related to environmental, economic, social and cultural matters, and Parks Canada's mandate for visitor experience, education, and the protection of ecological and cultural resources.

*** *Land use planning and development authority for the Town of Jasper is set forth in the Canada National Parks Act 2000, c. 32, and in all applicable regulations and policies made thereunder. It is anticipated that the Town of Jasper Zoning Regulations C.R.C., c. 1111, will eventually be replaced by the Regulations Respecting the Use of Land in the Town of Jasper, which are currently in draft form and being implemented as policy, where applicable, until they come into effect.***

APPENDIX A

POPULATION AND HOUSING PROJECTIONS

HISTORIC POPULATION GROWTH

Method 1: Federal Census Population and Households

Year	Population	Growth	Average Annual Growth Rate	Total Private Dwellings
1996	4301			
2001	4180	-2.8%	-0.57%	
2006	4246	1.6%	0.31%	1817

Method 2: Municipal Census (Source: Alberta Vital Statistics)

Year	Population	Growth	Average Annual Growth Rate
2000	4691		0.14% (2000-2008)
2001	4691	0%	
2002	4180	-11%	
2003	4180	0%	
2004	4180	0%	
2005	4511	8%	
2006	4643	3%	
2007	4643	0%	
2008	4745	2%	

POPULATION GROWTH PROJECTIONS

Year	Annual Growth Rates	
	LOW	HIGH
	0.10%	0.30%
2008	4745	4745
2009	4750	4759
2010	4754	4774
2011	4759	4788
2012	4764	4802
2013	4769	4817
2014	4774	4831
2015	4778	4846
2016	4783	4860
2017	4788	4875
2018	4793	4889
2019	4797	4904
2020	4802	4919
2021	4807	4933
2022	4812	4948
2023	4817	4963
2024	4821	4978

Year	Annual Growth Rates	
	LOW	HIGH
	0.10%	0.30%
2025	4826	4993
2026	4831	5008
2027	4836	5023
2028	4841	5038
2029	4846	5053
2030	4850	5068
2031	4855	5083
2032	4860	5099
2033	4865	5114
2034	4870	5129
2035	4875	5145
2036	4880	5160
2037	4885	5176
2038	4889	5191
2039	4894	5207
2040	4899	5222



HOUSING NEEDS PROJECTION

(assumes household size of 2.43 persons/hhd (as reported in 2008 Municipal Census))

Population and Housing to 2020

	LOW	HIGH	Notes
Population in 2020	4802	4919	Population projection to 2020
Households in 2020	1976	2024	Population divided by 2.43
Base housing in 2008	1951	1951	As reported in 2008 Municipal Census
Growth shortfall	25	73	Households minus existing housing
Shortfall due to demand	150	150	Shortfall identified in 2002 Housing Study
Required Additions to Housing stock by 2020	175	223	Range of housing needed by 2020

Population and Housing to 2040

	LOW	HIGH	Notes
Population in 2040	4899	5222	Population projection to 2040
Households in 2040	2016	2149	Population divided by 2.43
Base housing in 2008	1951	1951	As reported in 2008 Municipal Census
Growth shortfall	65	198	Households minus existing housing
Shortfall due to demand	150	150	Shortfall identified in 2002 Housing Study (anticipated construction before 2020)
Total required additions to housing stock by 2040	215	348	Range of housing needed by 2040
Net new additions (2020-2040)	40	125	Total required additions minus housing built by 2020

POPULATION AND HOUSING CALCULATIONS BASED ON COMMERCIAL CAP ALLOCATIONS

Federal census	2001	% of total	2006	% of total
Population	4180	--	4265	--
Population 15+	3535	84.6%	3575	83.8%
Labour force	2975	84.2%	3110	87.0%

Municipal census	2008	%of total	Projections to 2020 *			
			LOW	increase	HIGH	increase
Population	4745	--	4802	57	4919	174
Population 15+	4182	88.1%	4232	50	4335	153
Labour force	3509	83.9%	3551	42	3638	129
Households	1951	--	2126	175	2174	223
Jobs/hhd	1.80	--	1.67	--	1.67	--
Jobs/population	0.74	--	0.74	--	0.74	--

* assumes that population age proportions and participation rates remain the same; households means current units plus projected units to 2020

Commercial Space

Base commercial space (m ²)	108931
Added 2001-2008 (m ²)	3980
Total in 2008 (m ²)	112911
Jobs/m ²	0.0310776

At build-out (presumably by 2020)

	increase	
Space added	5310	4.7%
Total in 2020	118221	--
Anticipated Jobs	3674	165
Anticipated New hhds	91.8	(using current 1.8 jobs/hhd)
Anticipated New hhds	98.8	(using potential 1.67 jobs/hhd)

APPENDIX B

INDICATORS AND TARGETS

**JASPER COMMUNITY
SUSTAINABILITY PLAN
INDICATORS & TARGETS**

<p>CATEGORY 1: those for which objective information is readily and inexpensively available or is already collected.</p>	<p>CATEGORY 2: those of an objective nature where information is not readily available and where the planning partners would be required to do primary data collection.</p>	<p>CATEGORY 3: those of a subjective nature where information is both difficult to obtain and difficult to assess, and where the planning partners would be required to do primary data collection.</p>	<p>May be removed if data is too expensive or difficult to collect.</p>
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THEME	GOAL CLUSTER	GOAL STATEMENT	#	INDICATORS	METRICS	DATA SOURCES	JASPER TARGETS	BENCHMARKS	INDICATOR EVALUATION	
									CORE INDICATOR	SUPPLEMENTAL
Housing	Availability and Affordability of Housing	Increase the availability and affordability of housing in Jasper and provide a balance of tenure and housing types.	1	Housing types	Proportion of housing types	Primary: Municipal census and/or federal census. Secondary: Annual development statistics	No specific target recommended but monitor changes through municipal and/or federal census		1	
			2a	Number of new housing units	New housing units created in each zone in the community.	Parks Canada development permits	Monitor trends		1	
			2b	Number of new "perpetually affordable housing" units	Number of new "perpetually affordable housing" units	Jasper Housing Corporation	Monitor trends and compare to other communities		1	
	Mixed Uses and Density	Manage the gradual change and redevelopment of existing residential areas in a way that moderately increases the overall average density and protects quality of life.	3	Dwelling density	Dwellings/ha	Establish a baseline from Municipal census and update annually with development statistics (see indicator #1 above)	>37 u/ha for new R3 housing	Jasper: Recent co-op housing built at 37 u/ha (target set in JCLUP)	1	
Safety and Security	Ensure that residential areas incorporate measures to enhance safety, minimize crime and foster positive community interaction.	4	Crime	# of property and violent crimes per 100,000 population	RCMP	Establish baseline and set targets (reduce crimes).		1		
Land Use	Green building standards	Ensure that all new development and redevelopment meets a green standard.	5	Green building standards	% of building projects that meet a 'green standard' (e.g. LEED™, Built Green)	Parks Canada - development permit data	All public buildings to meet LEED™ Silver Standard, and LEED™ certification for those buildings over 500 m²; other targets to be set through green buildings policy	Parks Canada: Parks Canada buildings over 1000 m² must meet LEED Silver standard Banff: Municipal buildings over 500 m² must meet a LEED™ Silver standard. LEED™ Neighbourhood Development: Target 50% of buildings to be LEED™ certified.	1	
			6	Energy consumption	Average household energy consumption	ATCO Electric aggregate data (household data from municipal census if necessary)	Reduction from baseline value (establish baseline using equivalent population)		1	
			7	Water consumption	Per capita residential water consumption	MoJ	Reduction from baseline value (establish baseline using equivalent population)	Environment Canada: Average Canadian per capita daily domestic water use = 329 litres	1	

**JASPER COMMUNITY
SUSTAINABILITY PLAN
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									CORE INDICATOR	SUPPLEMENTAL	
Land Use	Open space	Maintain and enhance designated Open Space areas in Jasper	8	Open space	Area and ratio of designated Open Space to total land area	GIS, Parks Canada	Maintain current 7.8% of total lands as designated Open Space (19.1 hectares)	City of Ottawa: 2 hectares per 1000 population (Applied to Jasper: minimum 10 ha of designated open space)	1		
	Character and identity	Project a clear community identity that reflects Jasper's history, landmarks, natural resources and sense of place.	9	Heritage protection	Demolition of privately owned heritage buildings	Parks Canada - BHRDA & development permits	Monitor demolitions and modifications. Targets to be set through heritage protection policy.		1		
			10	Heritage protection	Metric to be determined (could reference repair, maintenance, condition designation)	Parks Canada - FHBRO data	All properties improved to "good status"		1		
	Range and mix of land uses	Promote efficient land use and compact development that supports mixed use and walkability.	2	Number of lots developed to R2 or R3a standard.	New housing units created in R2 and R3a zones in the community.	Parks Canada	Monitor trends			D	
Transportation	Non-motorized transportation	Promote walking and cycling in Jasper.	11	Ratio of trips made on foot or by bike	% of workers who walk or cycle to work	National census	No less than baseline of 57% (2006)	Jasper: 57% walk or cycle to work (2006 census) ImagineCALGARY target: Increase walking and cycling by 40% by 2036. Banff: 56% walk or cycle to work (2006 census)	1		
			12	Length of streets that meet minimum pedestrian requirements	% of streets that have a sidewalk on one or both sides	MoJ	100%		1		
	Traffic and Parking	Manage vehicle traffic and parking efficiently.	13	Public parking stalls	# of parking stalls in CBD (on-street stalls plus off-street public parking lots)	MoJ	Manage parking supply to satisfy resident and visitor needs			1	
	Public transit	Provide affordable and accessible alternatives to the private automobile for travel within Jasper.	14	Ridership	Number of riders (future - if transit is implemented)	MoJ (future)	Targets to be set through future feasibility study for transit				1
			15	Proximity to transit	% of properties within 400 m of a bus stop (future - if transit is implemented)	GIS, Parks Canada	Targets to be set through future feasibility study for transit				1



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									CORE INDICATOR	SUPPLEMENTAL
Transp.	Tourist Access	Increase transportation options and access for tourists travelling to and from Jasper.	(No indicator)		(No indicator)					
Tourism & Economic Sustainability	Local and Regional Economy	Create and sustain a viable tourism-based economy which honours the National Park context.	16	Employment	% of jobs by sector	Municipal census	No specific targets recommended but monitor changes through municipal census		1	
			17	Unemployment	Unemployment rate (permanent/seasonal)	Statistics Canada	Monitor changes in local, provincial and federal statistics	Jasper: 1996 = 3.7% 2001 = 4.2 % 2006 = 4.8% Canada (2006 Census): 6.6% Alberta (2006 Census): 4.3%	1	
			18	Business vitality	% of businesses that remain open more than 5 years	Municipality of Jasper, Parks Canada (business licences)	Could monitor this indicator through business licencing process.			1
	Visitor Experience	Support high-quality, authentic visitor experiences in the National Park setting.	19	Satisfaction with visit	% of visitors who are satisfied or very satisfied with their visit	Parks Canada	85% satisfied, 50% very satisfied (interim targets set through Parks Canada Visitor Experience initiatives)	Benchmark against Parks Canada Visitor Experience Goals	1	
			20	Visits to Jasper	# of annual visitors	Parks Canada	Stable or improving from previous results		1	
			21	Visitor satisfaction with availability and quality of services	% of visitors who are satisfied with the availability and quality of services	Parks Canada Visitor survey	85% satisfied, 50% very satisfied (interim targets set through Parks Canada Visitor Experience initiatives)	Benchmark against Parks Canada Visitor Experience Goals	1	
			22	Visitor satisfaction with availability and quality of activities	% of visitors who are satisfied with the availability and quality of activities	Parks Canada Visitor Survey	85% satisfied, 50% very satisfied (interim targets set through Parks Canada Visitor Experience initiatives)	Benchmark against Parks Canada Visitor Experience Goals	1	

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									CORE INDICATOR	SUPPLEMENTAL
Tourism & Local Economic Development			23	Marketing expenditure	Annual \$ spent on marketing, education and communication	Chamber of Commerce, Parks Canada, Travel Alberta, Statistics Canada	Recommend monitoring this indicator with assistance from Chamber of Commerce/Jasper Tourism	May be difficult to aggregate all local data on this indicator. Proxy information may be available from Travel Alberta or other external tourism organizations.		1
	Seasonality	Reduce the seasonality of the economy/tourist industry	24	Peak vs. low season tourists	Ratio of tourist numbers in peak month to those in lowest	Chamber of Commerce/Jasper Tourism/ Parks Canada Stats	Improving from previous results (narrower ratio)	Jasper ratio is currently 12.7 to 1 (2008)	1	
			25	Visitor stay	Length of average hotel stay	Chamber of Commerce/Jasper Tourism and Statistics Canada	Recommend monitoring this indicator with assistance from Chamber of Commerce/Jasper Tourism.	Data monitored annually by StatsCan and published for 'the rockies destination'.	1	
			26	Visitor expenditure	Amount spent per tourist	Chamber of Commerce/Jasper Tourism, Travel Alberta	Recommend monitoring this indicator with assistance from Chamber of Commerce/Jasper Tourism and Travel AB.		1	
			27	Hotel room and nights	Commercial Accommodation and PHA occupancy, by season	Jasper destination marketing agency	Recommend monitoring this indicator		1	
			28	Campground nights	Campground occupancy, by campground	Parks Canada	Recommend monitoring this indicator		1	
			29	Permanent jobs	% of employment which is full time	Federal census	No less than baseline of 48% in 2006	Jasper: 48% of jobs are full time (2006 Census)		1
	Green Destination	Support and showcase Jasper as a green destination and a leader in environmental practices.	30	Visitor perception of "green-ness"	% of tourists who agree that Jasper is a green destination	Visitor Experience survey	Establish baseline and set targets			1
			8	Open space	Area and ratio of designated Open Space to total land area	GIS, Parks Canada	Maintain current 7.8% of total lands as designated Open Space (19.1 hectares)	City of Ottawa: 2 hectares per 1000 population (application to Jasper: minimum 10 ha of designated open space)	D	
			31	Green certification of hotels	% of hotel establishments with green certification (e.g. Green Key, LEED, others) and/or an 'Environmental Management Plan'	Various sources: Chamber of Commerce, Environmental Stewardship Coordinator, Municipality of Jasper, Parks Canada	Establish baseline and set targets			1



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									CORE INDICATOR	SUPPLEMENTAL
Tour & LED	Community / Tourism Balance	Ensure that tourism in Jasper contributes to a high quality of life.	32	Overall resident satisfaction with Jasper as a place to live	% satisfaction with Jasper as a good place to live	Resident survey	Establish baseline and set targets		1	
Natural Environment	Environmental Stewardship	Be a leader in environmental stewardship.	NO SPECIFIC INDICATORS RECOMMENDED - ADDRESSED WITH OTHER ENVIRONMENTAL GOALS -- Success measured as the aggregate of the indicators in the other goals							
	Air and sky	Protect Jasper's air quality and promote dark skies.	33	Dark sky quality measurement	Metric to be determined (e.g. GLOBE meter readings)	Benchmark to existing conditions and/or other communities (GLOBE program)	Criteria to be determined based on cost of monitoring program			1
			34	Air quality	Measurements of key contaminants	Parks Canada, Municipality of Jasper plus other partners	Criteria to be determined based on cost of monitoring program		1	
	Land and soil	Be responsible stewards of land and soil resources.	35	Contaminated sites and remediation status	Number of contaminated sites and remediation status	Parks Canada	All identified sites remediated and/or risk managed.		1	
	Water	Protect Jasper's water resources and water quality.	36	Wastewater treatment	# of incidents where effluent concentrations from the wastewater treatment plant exceed maximum levels, as established in the operating agreement and applicable water quality legislation.	Municipality of Jasper	Zero	Canadian Council of Ministers of the Environment (CCME) and Alberta Environment has standards for specific contaminants	1	
			37	Wastewater treatment	Concentrations of contaminants of concern in wastewater effluent	Municipality of Jasper	Within allowable water quality guidelines established by federal and/or provincial legislation (as per operating agreement for the wastewater treatment plant).	Canadian Council of Ministers of the Environment (CCME) has standards for specific contaminants	1	
			38	Water quality	Concentrations of contaminants of concern in receiving waters	Parks Canada, Municipality of Jasper	Within allowable water quality guidelines established by federal and/or provincial legislation.	Environment Canada: Measurements of water quality in the Athabasca River above and below Jasper town site (above = Athabasca Falls; below = Highway 16 at Snaring River)	1	
Wildlife	Minimize negative interactions between wildlife and people.	39	Wildlife encounters	# of dangerous wildlife encounters within the community	Parks Canada	Fewer than 24 elk-human conflicts per year in the Townsite Elk Management Zone	Parks Canada data	1		



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									CORE INDICATOR	SUPPLEMENTAL	
Nat Env	Plants and Natural Landscape	Protect forests and native plant communities in Jasper and surrounding area.	40	Non-native plant control	Number of sites with non-native species; area and density of non-native species	Parks Canada	To be determined - relative to Jasper baseline	Parks Canada to establish baseline and monitor over time.	1		
		Practice and promote energy conservation.	41	Renewable energy	% of local energy generated from renewable sources	ATCO Electric	Improvement from baseline of 11% in 2009.	Jasper: 11% of peak electricity demand from Astoria project (1.5 MW) ImagineCALGARY: By 2036, 30 percent of Calgary's energy derives from low-impact renewable sources	1		
Services	Energy	Promote green energy practices.	42	Number of lot-level renewable energy projects	Number of lot-level renewable energy projects	Various sources: Environmental Stewardship Coordinator, MoJ, Parks Canada	To be determined through Partners for Climate Protection program			1	
			6	Energy consumption (residential)	Average household energy consumption	ATCO Electric, (household data from municipal census if nec.)	Establish baseline using equivalent population and monitor changes		D		
		Municipal Services	Provide municipal services that are cost-effective and minimize environmental impact.	43	Resident satisfaction with municipal services	% of residents who rate adequacy/accessibility of municipal services as satisfactory (or better)	Resident survey	Establish baseline and set targets		1	
	Waste	Practice and promote responsible waste management.		44	Waste diversion rate	% of waste composted and recycled	Parks Canada, Municipality of Jasper	>50%	Jasper (2008): 30% diversion rate Jasper: 50% more waste diverted than in 2002 (Waste Audit report), however no target date set ImagineCALGARY: 85% of waste diverted from landfills by 2036	1	
				45	Landfilled waste	kg of waste sent to landfill (per capita)	Parks Canada, Municipality of Jasper	<500 kg/capita	Alberta: Too Good to Waste Strategy sets a target of <500 kg/capita by 2010 ImagineCALGARY: 85% of waste diverted from landfills by 2036	1	
		Water Consumption	To practice and promote water conservation.	46	Water consumption	Per capita residential water consumption	MoJ	Reduction from baseline value (establish baseline using equivalent population)	Environment Canada: Average Canadian per capita daily domestic water use = 329 litres	1	



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									CORE INDICATOR	SUPPLEMENTAL
Services			47	Water consumption	Total water consumption per capita	MoJ	Reduction from baseline value (establish baseline using equivalent population)		1	
	Emergency Management	Ensure that Jasper is prepared to respond to emergencies.	48	Response times: Fire, EMS (Police optional)	Response times for: Fire EMS Police (optional)	MoJ, RCMP	To be determined: Improvement from baseline		1	
Culture, Recreation, Health and Well-being	Active Community	Support healthy lifestyles and recreation.	49	Parks, Recreation (and Culture) expenditures per capita	Parks, Recreation (and Culture) expenditures per capita	MoJ	Stable or increasing from Jasper equivalent population per capita expenditures of \$296 (2005 data)	Evaluation of Local Municipal Finance report (2005): MoJ spends \$296/capita based on the equivalent population. (Current reporting lumps Parks and Recreation in with Cultural spending - could separate out for more detail)	1	
	Creative Community	Promote arts and culture within the community.	50	Municipal spending on arts and culture (also Parks and Recreation)	Per capita municipal spending on arts and culture (also parks and recreation)	MoJ	Stable or increasing from Jasper equivalent population per capita expenditures of \$296 (2005 data)	Evaluation of Local Municipal Finance report (2005): MoJ spends \$296/capita based on the equivalent population. (Current reporting lumps Parks and Recreation in with Cultural spending - could separate out for more detail)	1	
	Healthy Community	Promote the physical, mental, and social well-being of the community.	11	Ratio of trips made on foot or by bike	% of workers who walk or cycle to work	National census	No less than baseline of 57% in 2006	Jasper: 57% walk or cycle to work (2006 census) ImagineCALGARY target: Increase walking and cycling by 40% by 2036. Banff: 56% walk or cycle to work (2006 census)	D	

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									CORE INDICATOR	SUPPLEMENTAL
Culture, Recreation, Health and Well-being	Learning Community	Support and promote opportunities for personal growth and learning within the community.	51	Composite Learning Index	CLI (out of 100)	Canadian Council on Learning	At or above national average	Jasper: 80/100 (2008 data) Canada: 77 (2008 data)	1	
			52	Library satisfaction	% of residents who rate accessibility of library services as satisfactory or better	Resident survey	Establish baseline and set targets (positive trend favoured)		1	
			53	Library circulation	Circulation per capita	MoJ	Establish baseline and set targets		1	
	Inclusive Community	Support and promote diversity and social interaction in the community.	54	Inclusiveness	Percent of residents who describe their sense of belonging to the Jasper community as "somewhat strong" or "very strong"	Resident survey	Establish baseline and set targets.		1	
			55	Volunteerism	Percent of residents who volunteer more than 2 hours per month	Resident survey	Establish baseline and set targets		1	
	Safe Community	Ensure that Jasper is a safe community.	4	Crime	# of property and violent crimes per 100,000 population	RCMP	Establish baseline and set targets.		D	
			56	Local statistical measurement of community safety is suggested (e.g. calls to crisis line, # of users of municipal social services, etc.)	To be determined				1	
	Honouring the past	Promote respect and understanding for Jasper's cultural heritage.	57	Museum visits	# of visitors to the museum	Museum	Establish baseline and set targets.		1	
			58	Visitor Experience survey stats	Metric to be confirmed through Parks Canada Visitor Experience initiatives	Parks Canada			1	
	Governance	Representation and Engagement	Encourage all Jasper residents to be represented and engaged in decision-making processes, and to develop their capacity for leadership within the community.	59	Municipal voting	% of eligible voters participating in municipal elections	Municipality of Jasper	Stable or improving from previous results		1
55				Volunteerism	% of residents who volunteer more than 2 hours per month	Statistics Canada, and/or Resident survey	Establish baseline and set targets.		D	
Government Responsibility		Promote government decision making that is collaborative, accessible, transparent and accountable to the community.	60	Community trust in decision making	Proportion of residents (permanent/seasonal) who trust that local decision makers have the best interests of the community in mind when making decisions at least most of the time	Resident survey	Establish baseline and set targets.		1	



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SUSTAINABILITY PLAN
INDICATORS & TARGETS**

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									CORE INDICATOR	SUPPLEMENTAL
Governance	Government Responsibility (con't.)		61	Communications timeliness, clarity, accuracy	% of residents satisfied with the timeliness, accuracy and clarity of communications about key decisions	Resident survey	Establish baseline and set targets.		1	
	Green Governance	Integrate sustainability considerations into community governance.	62	(No indicator)						1
	Planning Responsibility	Create planning, land use and development review processes that incorporate meaningful opportunities for public and Municipal involvement in decision making.	63	Satisfaction with opportunities to input into decision making	% of residents (permanent/seasonal) satisfied with opportunities to provide input to community decision-making	Resident survey	Establish baseline and set targets.		1	
	Fiscal Responsibility	Ensure long-term municipal fiscal sustainability.	64	Municipal reserves	Amount held in municipal reserve fund	Municipality of Jasper	Municipal reserves will continue to be maintained at a minimum level of \$1,000,000 as required by existing policy.	Jasper (2007): \$1.46M		1
			65	Commercial/residential tax ratio	Ratio of commercial/residential tax revenues (or rates)	Municipality of Jasper, Alberta Finance	Appropriate levels determined annually through budget process.	Jasper (2008): 5.1: 1 non-residential to residential rates Banff (2008): 3.6:1 non-residential to residential rates Edmonton (2008): 3.19:1 non-residential to residential rates		1
			66	Debt service ratio	Debt carried vs maximum debt allowed by province	Assess against similar communities and/or establish a Jasper baseline	Monitor against local baseline			1
			67	Commercial/Residential property assessment	Commercial/Residential property assessment	MoJ	Monitor against local baseline		1	
			68	Municipal revenue sources by percentage and dollar value	Municipal revenue sources by percentage and dollar value	MoJ	Appropriate levels determined annually through budget process.		1	
# of indicators									49	20

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Housing	Availability and Affordability of Housing	Increase the availability and affordability of housing in Jasper and provide a balance of tenure and housing types.	1	Housing types	Proportion of housing types	Primary: Municipal census and/or federal census. Secondary: Annual development statistics	No specific target recommended but monitor changes through municipal and/or federal census		1	
			2a	Number of new housing units	New housing units created in each zone in the community.	Parks Canada development permits	Monitor trends		1	
			2b	Number of new "perpetually affordable housing" units	Number of new "perpetually affordable housing" units	Jasper Housing Corporation	Monitor trends and compare to other communities		1	
	Mixed Uses and Density	Manage the gradual change and redevelopment of existing residential areas in a way that moderately increases the overall average density and protects quality of life.	3	Dwelling density	Dwellings/ha	Establish a baseline from Municipal census and update annually with development statistics (see indicator #1 above)	>37 u/ha for new R3 housing	Jasper: Recent co-op housing built at 37 u/ha (target set in JCLUP)	1	
Safety and Security	Ensure that residential areas incorporate measures to enhance safety, minimize crime and foster positive community interaction.	4	Crime	# of property and violent crimes per 100,000 population	RCMP	Establish baseline and set targets (reduce crimes).		1		
Land Use	Green building standards	Ensure that all new development and redevelopment meets a green standard.	5	Green building standards	% of building projects that meet a 'green standard' (e.g. LEED™, Built Green)	Parks Canada - development permit data	All public buildings to meet LEED™ Silver Standard, and LEED™ certification for those buildings over 500 m²; other targets to be set through green buildings policy	Parks Canada: Parks Canada buildings over 1000 m² must meet LEED Silver standard Banff: Municipal buildings over 500 m² must meet a LEED™ Silver standard. LEED™ Neighbourhood Development: Target 50% of buildings to be LEED™ certified.	1	
			6	Energy consumption	Average household energy consumption	ATCO Electric aggregate data (household data from municipal census if necessary)	Reduction from baseline value (establish baseline using equivalent population)		1	
			7	Water consumption	Per capita residential water consumption	MoJ	Reduction from baseline value (establish baseline using equivalent population)	Environment Canada: Average Canadian per capita daily domestic water use = 329 litres	1	

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Land Use	Open space	Maintain and enhance designated Open Space areas in Jasper	8	Open space	Area and ratio of designated Open Space to total land area	GIS, Parks Canada	Maintain current 7.8% of total lands as designated Open Space (19.1 hectares)	City of Ottawa: 2 hectares per 1000 population (Applied to Jasper: minimum 10 ha of designated open space)	1	
	Character and identity	Project a clear community identity that reflects Jasper's history, landmarks, natural resources and sense of place.	9	Heritage protection	Demolition of privately owned heritage buildings	Parks Canada - BHRDA & development permits	Monitor demolitions and modifications. Targets to be set through heritage protection policy.		1	
			10	Heritage protection	Metric to be determined (could reference repair, maintenance, condition designation)	Parks Canada - FHBRO data	All properties improved to "good status"		1	
	Range and mix of land uses	Promote efficient land use and compact development that supports mixed use and walkability.	2	Number of lots developed to R2 or R3a standard.	New housing units created in R2 and R3a zones in the community.	Parks Canada	Monitor trends		D	
Transportation	Non-motorized transportation	Promote walking and cycling in Jasper.	11	Ratio of trips made on foot or by bike	% of workers who walk or cycle to work	National census	No less than baseline of 57% (2006)	Jasper: 57% walk or cycle to work (2006 census) ImagineCALGARY target: Increase walking and cycling by 40% by 2036. Banff: 56% walk or cycle to work (2006 census)	1	
			12	Length of streets that meet minimum pedestrian requirements	% of streets that have a sidewalk on one or both sides	MoJ	100%		1	
	Traffic and Parking	Manage vehicle traffic and parking efficiently.	13	Public parking stalls	# of parking stalls in CBD (on-street stalls plus off-street public parking lots)	MoJ	Manage parking supply to satisfy resident and visitor needs			1
	Public transit	Provide affordable and accessible alternatives to the private automobile for travel within Jasper.	14	Ridership	Number of riders (future - if transit is implemented)	MoJ (future)	Targets to be set through future feasibility study for transit			1
			15	Proximity to transit	% of properties within 400 m of a bus stop (future - if transit is implemented)	GIS, Parks Canada	Targets to be set through future feasibility study for transit			1

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Transp.	Tourist Access	Increase transportation options and access for tourists travelling to and from Jasper.		(No indicator)	(No indicator)					
Tourism & Economic Sustainability	Local and Regional Economy	Create and sustain a viable tourism-based economy which honours the National Park context.	16	Employment	% of jobs by sector	Municipal census	No specific targets recommended but monitor changes through municipal census		1	
			17	Unemployment	Unemployment rate (permanent/seasonal)	Statistics Canada	Monitor changes in local, provincial and federal statistics	Jasper: 1996 = 3.7% 2001 = 4.2 % 2006 = 4.8% Canada (2006 Census): 6.6% Alberta (2006 Census): 4.3%	1	
			18	Business vitality	% of businesses that remain open more than 5 years	Municipality of Jasper, Parks Canada (business licences)	Could monitor this indicator through business licencing process.			1
	Visitor Experience	Support high-quality, authentic visitor experiences in the National Park setting.	19	Satisfaction with visit	% of visitors who are satisfied or very satisfied with their visit	Parks Canada	85% satisfied, 50% very satisfied (interim targets set through Parks Canada Visitor Experience initiatives)	Benchmark against Parks Canada Visitor Experience Goals	1	
			20	Visits to Jasper	# of annual visitors	Parks Canada	Stable or improving from previous results		1	
			21	Visitor satisfaction with availability and quality of services	% of visitors who are satisfied with the availability and quality of services	Parks Canada Visitor survey	85% satisfied, 50% very satisfied (interim targets set through Parks Canada Visitor Experience initiatives)	Benchmark against Parks Canada Visitor Experience Goals	1	
			22	Visitor satisfaction with availability and quality of activities	% of visitors who are satisfied with the availability and quality of activities	Parks Canada Visitor Survey	85% satisfied, 50% very satisfied (interim targets set through Parks Canada Visitor Experience initiatives)	Benchmark against Parks Canada Visitor Experience Goals	1	

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Tourism & Local Economic Development			23	Marketing expenditure	Annual \$ spent on marketing, education and communication	Chamber of Commerce, Parks Canada, Travel Alberta, Statistics Canada	Recommend monitoring this indicator with assistance from Chamber of Commerce/Jasper Tourism	May be difficult to aggregate all local data on this indicator. Proxy information may be available from Travel Alberta or other external tourism organizations.		1
	Seasonality	Reduce the seasonality of the economy/tourist industry	24	Peak vs. low season tourists	Ratio of tourist numbers in peak month to those in lowest	Chamber of Commerce/Jasper Tourism/ Parks Canada Stats	Improving from previous results (narrower ratio)	Jasper ratio is currently 12.7 to 1 (2008)	1	
			25	Visitor stay	Length of average hotel stay	Chamber of Commerce/Jasper Tourism and Statistics Canada	Recommend monitoring this indicator with assistance from Chamber of Commerce/Jasper Tourism.	Data monitored annually by StatsCan and published for 'the rockies destination'.	1	
			26	Visitor expenditure	Amount spent per tourist	Chamber of Commerce/Jasper Tourism, Travel Alberta	Recommend monitoring this indicator with assistance from Chamber of Commerce/Jasper Tourism and Travel AB.		1	
			27	Hotel room and nights	Commercial Accommodation and PHA occupancy, by season	Jasper destination marketing agency	Recommend monitoring this indicator		1	
			28	Campground nights	Campground occupancy, by campground	Parks Canada	Recommend monitoring this indicator		1	
			29	Permanent jobs	% of employment which is full time	Federal census	No less than baseline of 48% in 2006	Jasper: 48% of jobs are full time (2006 Census)		1
	Green Destination	Support and showcase Jasper as a green destination and a leader in environmental practices.	30	Visitor perception of "green-ness"	% of tourists who agree that Jasper is a green destination	Visitor Experience survey	Establish baseline and set targets			1
			8	Open space	Area and ratio of designated Open Space to total land area	GIS, Parks Canada	Maintain current 7.8% of total lands as designated Open Space (19.1 hectares)	City of Ottawa: 2 hectares per 1000 population (application to Jasper: minimum 10 ha of designated open space)	D	
			31	Green certification of hotels	% of hotel establishments with green certification (e.g. Green Key, LEED, others) and/or an 'Environmental Management Plan'	Various sources: Chamber of Commerce, Environmental Stewardship Coordinator, Municipality of Jasper, Parks Canada	Establish baseline and set targets			1



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Tour & LED	Community / Tourism Balance	Ensure that tourism in Jasper contributes to a high quality of life.	32	Overall resident satisfaction with Jasper as a place to live	% satisfaction with Jasper as a good place to live	Resident survey	Establish baseline and set targets		1	
Natural Environment	Environmental Stewardship	Be a leader in environmental stewardship.	NO SPECIFIC INDICATORS RECOMMENDED - ADDRESSED WITH OTHER ENVIRONMENTAL GOALS -- Success measured as the aggregate of the indicators in the other goals							
	Air and sky	Protect Jasper's air quality and promote dark skies.	33	Dark sky quality measurement	Metric to be determined (e.g. GLOBE meter readings)	Benchmark to existing conditions and/or other communities (GLOBE program)	Criteria to be determined based on cost of monitoring program			1
			34	Air quality	Measurements of key contaminants	Parks Canada, Municipality of Jasper plus other partners	Criteria to be determined based on cost of monitoring program		1	
	Land and soil	Be responsible stewards of land and soil resources.	35	Contaminated sites and remediation status	Number of contaminated sites and remediation status	Parks Canada	All identified sites remediated and/or risk managed.		1	
	Water	Protect Jasper's water resources and water quality.	36	Wastewater treatment	# of incidents where effluent concentrations from the wastewater treatment plant exceed maximum levels, as established in the operating agreement and applicable water quality legislation.	Municipality of Jasper	Zero	Canadian Council of Ministers of the Environment (CCME) and Alberta Environment has standards for specific contaminants	1	
			37	Wastewater treatment	Concentrations of contaminants of concern in wastewater effluent	Municipality of Jasper	Within allowable water quality guidelines established by federal and/or provincial legislation (as per operating agreement for the wastewater treatment plant).	Canadian Council of Ministers of the Environment (CCME) has standards for specific contaminants	1	
			38	Water quality	Concentrations of contaminants of concern in receiving waters	Parks Canada, Municipality of Jasper	Within allowable water quality guidelines established by federal and/or provincial legislation.	Environment Canada: Measurements of water quality in the Athabasca River above and below Jasper town site (above = Athabasca Falls; below = Highway 16 at Snaring River)	1	
Wildlife	Minimize negative interactions between wildlife and people.	39	Wildlife encounters	# of dangerous wildlife encounters within the community	Parks Canada	Fewer than 24 elk-human conflicts per year in the Townsite Elk Management Zone	Parks Canada data	1		



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Nat Env	Plants and Natural Landscape	Protect forests and native plant communities in Jasper and surrounding area.	40	Non-native plant control	Number of sites with non-native species; area and density of non-native species	Parks Canada	To be determined - relative to Jasper baseline	Parks Canada to establish baseline and monitor over time.	1		
		Practice and promote energy conservation.	41	Renewable energy	% of local energy generated from renewable sources	ATCO Electric	Improvement from baseline of 11% in 2009.	Jasper: 11% of peak electricity demand from Astoria project (1.5 MW) ImagineCALGARY: By 2036, 30 percent of Calgary's energy derives from low-impact renewable sources	1		
Services	Energy	Promote green energy practices.	42	Number of lot-level renewable energy projects	Number of lot-level renewable energy projects	Various sources: Environmental Stewardship Coordinator, MoJ, Parks Canada	To be determined through Partners for Climate Protection program			1	
			6	Energy consumption (residential)	Average household energy consumption	ATCO Electric, (household data from municipal census if nec.)	Establish baseline using equivalent population and monitor changes		D		
		Municipal Services	Provide municipal services that are cost-effective and minimize environmental impact.	43	Resident satisfaction with municipal services	% of residents who rate adequacy/accessibility of municipal services as satisfactory (or better)	Resident survey	Establish baseline and set targets		1	
	Waste	Practice and promote responsible waste management.		44	Waste diversion rate	% of waste composted and recycled	Parks Canada, Municipality of Jasper	>50%	Jasper (2008): 30% diversion rate Jasper: 50% more waste diverted than in 2002 (Waste Audit report), however no target date set ImagineCALGARY: 85% of waste diverted from landfills by 2036	1	
				45	Landfilled waste	kg of waste sent to landfill (per capita)	Parks Canada, Municipality of Jasper	<500 kg/capita	Alberta: Too Good to Waste Strategy sets a target of <500 kg/capita by 2010 ImagineCALGARY: 85% of waste diverted from landfills by 2036	1	
		Water Consumption	To practice and promote water conservation.	46	Water consumption	Per capita residential water consumption	MoJ	Reduction from baseline value (establish baseline using equivalent population)	Environment Canada: Average Canadian per capita daily domestic water use = 329 litres	1	



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Services			47	Water consumption	Total water consumption per capita	MoJ	Reduction from baseline value (establish baseline using equivalent population)		1	
	Emergency Management	Ensure that Jasper is prepared to respond to emergencies.	48	Response times: Fire, EMS (Police optional)	Response times for: Fire EMS Police (optional)	MoJ, RCMP	To be determined: Improvement from baseline		1	
Culture, Recreation, Health and Well-being	Active Community	Support healthy lifestyles and recreation.	49	Parks, Recreation (and Culture) expenditures per capita	Parks, Recreation (and Culture) expenditures per capita	MoJ	Stable or increasing from Jasper equivalent population per capita expenditures of \$296 (2005 data)	Evaluation of Local Municipal Finance report (2005): MoJ spends \$296/capita based on the equivalent population. (Current reporting lumps Parks and Recreation in with Cultural spending - could separate out for more detail)	1	
	Creative Community	Promote arts and culture within the community.	50	Municipal spending on arts and culture (also Parks and Recreation)	Per capita municipal spending on arts and culture (also parks and recreation)	MoJ	Stable or increasing from Jasper equivalent population per capita expenditures of \$296 (2005 data)	Evaluation of Local Municipal Finance report (2005): MoJ spends \$296/capita based on the equivalent population. (Current reporting lumps Parks and Recreation in with Cultural spending - could separate out for more detail)	1	
	Healthy Community	Promote the physical, mental, and social well-being of the community.	11	Ratio of trips made on foot or by bike	% of workers who walk or cycle to work	National census	No less than baseline of 57% in 2006	Jasper: 57% walk or cycle to work (2006 census) ImagineCALGARY target: Increase walking and cycling by 40% by 2036. Banff: 56% walk or cycle to work (2006 census)	D	

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Culture, Recreation, Health and Well-being	Learning Community	Support and promote opportunities for personal growth and learning within the community.	51	Composite Learning Index	CLI (out of 100)	Canadian Council on Learning	At or above national average	Jasper: 80/100 (2008 data) Canada: 77 (2008 data)	1	
			52	Library satisfaction	% of residents who rate accessibility of library services as satisfactory or better	Resident survey	Establish baseline and set targets (positive trend favoured)		1	
			53	Library circulation	Circulation per capita	MoJ	Establish baseline and set targets		1	
	Inclusive Community	Support and promote diversity and social interaction in the community.	54	Inclusiveness	Percent of residents who describe their sense of belonging to the Jasper community as "somewhat strong" or "very strong"	Resident survey	Establish baseline and set targets.		1	
			55	Volunteerism	Percent of residents who volunteer more than 2 hours per month	Resident survey	Establish baseline and set targets		1	
	Safe Community	Ensure that Jasper is a safe community.	4	Crime	# of property and violent crimes per 100,000 population	RCMP	Establish baseline and set targets.		D	
			56	Local statistical measurement of community safety is suggested (e.g. calls to crisis line, # of users of municipal social services, etc.)	To be determined				1	
	Honouring the past	Promote respect and understanding for Jasper's cultural heritage.	57	Museum visits	# of visitors to the museum	Museum	Establish baseline and set targets.		1	
			58	Visitor Experience survey stats	Metric to be confirmed through Parks Canada Visitor Experience initiatives	Parks Canada			1	
	Governance	Representation and Engagement	Encourage all Jasper residents to be represented and engaged in decision-making processes, and to develop their capacity for leadership within the community.	59	Municipal voting	% of eligible voters participating in municipal elections	Municipality of Jasper	Stable or improving from previous results		1
55				Volunteerism	% of residents who volunteer more than 2 hours per month	Statistics Canada, and/or Resident survey	Establish baseline and set targets.		D	
Government Responsibility		Promote government decision making that is collaborative, accessible, transparent and accountable to the community.	60	Community trust in decision making	Proportion of residents (permanent/seasonal) who trust that local decision makers have the best interests of the community in mind when making decisions at least most of the time	Resident survey	Establish baseline and set targets.		1	



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Governance	Government Responsibility (con't.)		61	Communications timeliness, clarity, accuracy	% of residents satisfied with the timeliness, accuracy and clarity of communications about key decisions	Resident survey	Establish baseline and set targets.		1		
	Green Governance	Integrate sustainability considerations into community governance.	62	(No indicator)						1	
	Planning Responsibility	Create planning, land use and development review processes that incorporate meaningful opportunities for public and Municipal involvement in decision making.	63	Satisfaction with opportunities to input into decision making	% of residents (permanent/seasonal) satisfied with opportunities to provide input to community decision-making	Resident survey	Establish baseline and set targets.		1		
	Fiscal Responsibility	Ensure long-term municipal fiscal sustainability.		64	Municipal reserves	Amount held in municipal reserve fund	Municipality of Jasper	Municipal reserves will continue to be maintained at a minimum level of \$1,000,000 as required by existing policy.	Jasper (2007): \$1.46M		1
				65	Commercial/residential tax ratio	Ratio of commercial/residential tax revenues (or rates)	Municipality of Jasper, Alberta Finance	Appropriate levels determined annually through budget process.	Jasper (2008): 5.1: 1 non-residential to residential rates Banff (2008): 3.6:1 non-residential to residential rates Edmonton (2008): 3.19:1 non-residential to residential rates		1
				66	Debt service ratio	Debt carried vs maximum debt allowed by province	Assess against similar communities and/or establish a Jasper baseline	Monitor against local baseline			1
				67	Commercial/Residential property assessment	Commercial/Residential property assessment	MoJ	Monitor against local baseline		1	
		68	Municipal revenue sources by percentage and dollar value	Municipal revenue sources by percentage and dollar value	MoJ	Appropriate levels determined annually through budget process.		1			
# of indicators									49	20	

APPENDIX C

PROJECT IMPLEMENTATION

ACTIONS	PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
				YEAR 1	YEARS 2-5	YEARS 6+
2.1 ENVIRONMENTAL INTEGRITY						
Natural Environment						
1	Consider 3NEI in decision-making	17		Joint		
2	Maintain Environmental Stewardship Committee	17		Joint		
3	Sponsor and co-ordinate environmental stewardship programs	17		Joint		
4	Collaborate with local partners on environmental stewardship initiatives	17		Joint		
5	Complete Partners for Climate Protection milestones	18	MoJ			
6	Continue to develop policies in support of clean air	18	MoJ			
7	Establish Jasper as a Dark Sky Community	18		Joint		
8	Monitor snow-dumping, address contamination issues if any	18		MoJ		
9	Manage / remediate contaminated sites in the community	18		PC		
10	Monitor and reduce presence of encroaching non-native plant species	18		PC		
11	Design and implement community-wide pesticide reduction and public education program	18		Joint		
12	Update Town of Jasper Greenspace Vision Plan	18	MoJ			
13	Approve and Implement Jasper Urban Forest Management Plan	18		Joint		
14	Continue long-term implementation of FireSmart program	19, 35		PC		
15	Continue to monitor water quality in the Athabasca River	19		PC		
16	Sewage treatment plant will continue to meet agreed upon effluent standards	19		MoJ		
17	Monitor storm water flows and potential contamination, address contamination issues (if any), develop public education materials	19		MoJ		
18	Maintain Cabin Creek riparian zones, address encroachment	19		MoJ		
19	Reduce wildlife attractants and remove wildlife hazards within the Town	19		PC		
20	Review Elk Action Plan	19		PC		
21	Review Bear-Human Conflict Plan	19	PC			
22	Create and deliver public information to reduce hazardous human-wildlife interactions	19		PC		
23	Implement hyper-abundant wildlife populations directive if required	19	PC			



ACTIONS		PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
					YEAR 1	YEARS 2-5	YEARS 6+
Built Environment							
24	Develop Green Building Policy	20		Joint			
25	Encourage development of engaging and liveable streetscapes, benches, plantings, appropriate architecture and pedestrian linkages	20		Joint			
Services							
26	Develop community-wide 'sustainable services strategy'	21		MoJ			
27	Design and implement community-wide energy conservation initiative	21		MoJ			
28	Pursue opportunities to promote and support green energy alternatives	22		MoJ			
29	Develop and implement water conservation programs	22		MoJ			
30	Review Waste Transfer Station operating plan, adjust if necessary, implement long-term plan	22		Joint			
31	Develop and implement comprehensive community-wide waste management plan	22	MoJ				
Transportation Networks							
32	Incorporate pedestrian/cyclist friendly elements in street design	23	MoJ				
33	Implement temporary downtown street closures	23	MoJ				
34	Undertake road and pedestrian infrastructure improvements	23	MoJ				
35	Prepare and implement a pedestrian-cycling study	23	MoJ				
36	Install and maintain additional bike racks	23	MoJ				
37	Update Jasper Townsite Transportation Study	24	MoJ				
38	Improve public parking signage	24	MoJ				
39	Examine sustainable transportation opportunities (Transportation Study)	24	MoJ				
40	Examine feasibility of green transit system with linkages to outlying areas, implement if practical	24-25		MoJ			
2.2 ECONOMIC SUSTAINABILITY							
Sustainable Tourism-based Economy							
41	Pursue new, non-traditional municipal revenue streams	27, 42	MoJ				
42	Maintain high-quality resident and visitor infrastructure	27		Joint			
43	Maintain high-quality public space aesthetics	27	MoJ				
44	Support community economic development initiatives	27	MoJ				
45	Foster creation of Jasper Tourism Industry Council	27		Joint			
46	Encourage industry association participation and foster creation of new associations	27	MoJ				
47	Construct public washrooms in Central Business District	28	MoJ				
48	Complete way-finding signage project	28	MoJ				
49	Improve Central Business District streetscape aesthetics	28	MoJ				
50	Improve and maintain community entryways	28		MoJ			

ACTIONS		PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
					YEAR 1	YEARS 2-5	YEARS 6+
51	Work with industry partners in new tourism product development and tourism marketing activities	28		Joint			
52	Work with industry partners to gather social-science related to visitors	28	PC				
53	With industry partners, facilitate develop and implementation of improved staff orientation programs	28		Joint			
54	Respond to Cultural Centre / Conference Centre / Visitor Centre feasibility study	28-29, 33, 38		MoJ			
Green Destination, Green Community							
55	Adopt industry-recognized environmental management certification program	29		Joint			
2.3 SOCIAL EQUITY							
Housing							
56	Develop Perpetually Affordable Housing	31	MoJ				
57	Transfer of Parcels GA, GB, GC, and FV to Municipal control	31, 49		PC			
58	Release of Parcels GA, GB, GC, and FV for Perpetually Affordable Housing	50		PC			
59	Determine and periodically adjust eligibility criteria for Perpetually Affordable Housing	31	MoJ				
60	Prepare annual community housing report (JCHC)	31	MoJ				
61	Enhanced monitoring of PHAs and the extent to which they may impact community sustainability	32	MoJ				
62	Establish mechanism to provide for contribution to JCHC in lieu of Staff Accommodation Units	32		MoJ			
63	Incorporate Crime Prevention through Environmental Design principles in developments and redevelopments	32		PC			
Recreation, Health and Well-Being							
64	Monitor use of recreational spaces to confirm resident and visitor needs are met; adjust if necessary	33	MoJ				
65	Plan Open Spaces in conjunction with other facilities and institutions	33	MoJ				
66	Support implementation of 3-Valley Confluence Trail Plan	33		PC			
67	Support Culture and Recreation Board in more evenly balancing its focus between recreation and culture and provide greater profile for visual and performing arts	33, 38	MoJ				
68	Review Arts and Culture policies and programs to ensure such opportunities are accessible to all residents	33	MoJ				
69	Build strong social networks around youth	33	MoJ				
70	Advocate to ensure resident and visitor access to quality Health Services	34	MoJ				
71	Maintain Community Health Advisory Committee	34, 75	MoJ				
72	Maintain Community and Family Services Board	34, 75	MoJ				



	ACTIONS	PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
					YEAR 1	YEARS 2-5	YEARS 6+
73	Continue to deliver social programs and services through the Jasper Community Team model	34	MoJ				
74	Continue to offer social programs addressing the changing needs of families	34	MoJ				
75	Work with local schools and community groups to maximize facility-sharing and optimize facility use	34	MoJ				
76	Investigate feasibility and land requirements associated with community greenhouses	34		MoJ			
77	Work to increase opportunities for lifelong learning	34	MoJ				
78	Expand Jasper Municipal Library and enhance access	34	MoJ				
79	Continue administrative support to Jasper Adult Learning Council	34	MoJ				
80	Work with local schools to integrate sustainability concepts into school curriculums	34		Joint			
81	Encourage literacy	34	MoJ				
Community Safety and Emergency Management							
82	Maintain Jasper Community Police Advisory Committee	35, 75	MoJ				
83	Enhance community policing and security	35	MoJ				
84	Annual Municipal Fire Protection Master Plan review	35	MoJ				
85	Work to maintain local dispatch services	35		Joint			
86	Enhance community awareness of emergency management and the Emergency Management Plan	35	MoJ				
87	Annually, review and maintain the Emergency Management Plan	35	MoJ				
88	Encourage residents to maintain 72-hour emergency preparedness kits	35	MoJ				
2.4 CULTURAL VITALITY							
Community Character and Identity							
89	Protect mountain-town character through viewscales and streetscape design	36		Joint			
90	Revise Architectural Motif Guidelines	22, 59	PC				
91	Update and maintain the Jasper Built Heritage Resource Description and Analysis	36		PC			
92	Establish Cultural Heritage Advisory Board and develop Built Heritage Resource Management Strategy	37		PC			
93	Explore mechanisms to assist owners of heritage buildings with conservation and maintenance	37		PC			
94	Update and maintain the Archaeological Resource Description and Analysis	37	PC				
95	Develop and implement Townsite Cultural Resource Management Strategy	37		PC			
96	Conduct 5-year reviews of the effectiveness of the land use regulations in protecting character of Old Town Jasper; revise if necessary	37		PC			

ACTIONS		PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
					YEAR 1	YEARS 2-5	YEARS 6+
97	Promote public awareness, understanding and appreciation of built heritage	37		Joint			
98	Accentuate the importance of prominent heritage structures in the community core incorporating the advice of the Cultural Heritage Advisory Board	37		Joint			
99	Landscape plans for FHBRO buildings to be based on historic research and to add to the cultural value of historic structures	37		PC			
100	Support and implement Heritage Tourism Strategy	38		PC			
101	Continue to support the mandate of the Jasper Yellowhead Museum and Archives	38		Joint			
102	Maintain historic character of Athabasca Park (Information Centre); use as informal gathering and venue for outdoor cultural events	38	PC				
103	Encourage the inclusion of cultural heritage elements in community tourism marketing efforts	38		Joint			
Creativity and Inclusivity							
104	Explore the merits of establishing a Cultural Development Coordinator position	38	MoJ				
105	Develop and implement a public art policy	39, 58	MoJ				
106	Continue to work with Aboriginal groups on initiatives of mutual interest	39	PC				
107	Maintain human resource policies to support diversity in the workplace	39		Joint			
108	Work with partners to support the integration of newcomers into the community	39		MoJ			
109	Encourage and foster volunteerism, community co-operation and opportunities for engagement	39		Joint			
2.5 PARTICIPATIVE GOVERNANCE							
Community Governance							
110	Continue to work collaboratively on issues of mutual importance	41		Joint			
111	Review the Agreement for the Establishment Local Government in the Town of Jasper, and devolve portions of land use planning responsibility to the Municipality	41		Joint			
112	Pursue acquisition of land use planning and development authorities	41	MoJ				
113	Work with local schools to encourage involvement in civic life	41	MoJ				
114	Maintain volunteer-based committees and boards	41, 75	MoJ				
115	Review the Planning and Development Advisory Committee's public consultation and communication procedures and revise if necessary	41		PC			
116	All Council Requests for Decision to describe how the proposed decision addresses the five pillars of sustainability	41	MoJ				
117	Parks Canada decision-making with respect to the community shall consider how the decision addresses the five pillars of sustainability	42	PC				



ACTIONS		PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
					YEAR 1	YEARS 2-5	YEARS 6+
118	Continue to manage municipal finances in accord with financial best practices and Alberta government legislation	42	MoJ				
119	Incorporate consideration of ethical and green investments in municipal financial planning	42	MoJ				
120	Continue to prepare 3-year municipal budgets and business plans	42	MoJ				
121	Maintain and update procurement policies consistent with principles of responsible environmental stewardship	42		Joint			
3.0 LAND USE PLAN							
Population and housing projections							
122	Monitor and update population and housing requirements as part of five-year plan reviews	46		Joint			
Residential infill and redevelopment opportunities							
123	Facilitate development of unreleased and infill residential parcels	49		Joint			
124	Facilitate redevelopment of older housing stocks on identified residential redevelopment parcels	49		PC			
125	Complete and being implementing Patricia Circle Area Restructure Plan	50, 68		Joint			
Eligible residency							
126	Continue to enforce Eligible Residency provisions	50	PC				
Commercial growth and allocation of commercial floorspace							
127	Maintain 2001 Commercial Development Cap	53-55	PC				
128	Examine commercial rate of growth and commercial allocation as part of five-year Plan reviews	53		PC			
129	Inventory of commercial lands and commercial development limits to be re-examined during 5-year Plan review	53		Joint			
130	Prepare annual reports detailing implementation of growth management strategy	53	PC				
131	Ensure growth management objectives are achieved	53	PC				
132	Consider CNPA amendment to provide for realignment of commercial parcels	54		Joint			
Commercial district and tourist commercial district							
133	Combine C1 and C2 commercial space development allocations	54	PC				
134	Pursue regulatory amendment to provide for 2nd floor C1 resident-oriented commercial development	54, 62	PC				
135	Encourage transfer of Walkerville businesses to S-Block; vacated lands to be ineligible for future commercial development	54		PC			
136	S-Block redevelopments to accommodate relocating Walkerville businesses may be considered outside of the Commercial Development Allocation Process	54	PC				

ACTIONS		PLAN PAGE REFERENCE	AGENCY-SPECIFIC ACTIONS (LEAD AGENCY)	JOINT ACTIONS (LEAD AGENCY)	PROJECT IMPLEMENTATION		
					YEAR 1	YEARS 2-5	YEARS 6+
Rate of Growth and Allocation of Commercial Floor Space							
137	Commercial floor space allocation lottery to be replaced by Municipal process	55	PC				
138	Continue to apply Appropriate Use Criteria and Heritage Tourism Objectives	56		Joint			
Land Use							
139	Create 'Recreational Open Space' and 'Natural Open Space' zoning designations. Remove existing 'Open Space' zoning designation	64-66		PC			
140	Accomplish the rezonings identified in this Plan	60, 63-64, 64-66	PC				
141	Amend the Regulations Respecting the Use of Land in the Town of Jasper to conform with the directions of this Plan	73	PC				
142	Place into law the Draft Regulations Respecting the Use of Land in the Town of Jasper*	73	PC				
143	Improve the appearance of S-Block	63		Joint			
144	Continue discussions with CN Rail to end non-railway land uses in Walkerville	66	PC				
145	No new business licenses to be issued in Walkerville	66	MoJ				
146	Establish 'Special Management Land Use Districts'	66-68		Joint			
Coordination of land use and municipal responsibilities							
147	Take active steps to remove encroachments on municipal and federal lands	68		Joint			
4.0 IMPLEMENTATION							
148	Implement a long-term JCSP monitoring program	72		Joint			
149	Dedicate appropriate resources to Plan monitoring and implementation	72		Joint			
150	Prepare joint annual reports describing Plan tasks completed and underway	72		Joint			
151	Undertake comprehensive five-year plan review and produce State of the Community Report	72		Joint			
Parks Canada							
152	Enforce Land Use Regulations	73	PC				
153	Apply the rezoning application criteria contained in the Plan	73-74	PC				
Municipality of Jasper							
154	Enact bylaws to implement Plan provisions	74	MoJ				
155	Update and maintain policy to implement Plan provisions	75	MoJ				

* Land use planning and development authority for the Town of Jasper is set forth in the Canada National Parks Act 2000, c. 32, and in all applicable regulations and policies made thereunder. It is anticipated that the Town of Jasper Zoning Regulations C.R.C., c. 1111, will eventually be replaced by the Regulations Respecting the Use of Land in the Town of Jasper, which are currently in draft form and being implemented as policy, where applicable, until they come into effect.

APPENDIX D

LIST OF SUPPORTING RESOURCES

Jasper National Park of Canada, *Community Land Use Plan*, 2001

Canada National Parks Act. 2000, c. 32

Latimer Hiscock Architects, *Architectural Motif Guidelines for the Town of Jasper*, March 1993

Jasper National Park of Canada, *Draft 5.0: Regulations Respecting the Use of Land in the Town of Jasper*, March 29, 2005

Hilderman Thomas Frank Cram, *Jasper Housing Study – 2002*, November 2002

Jasper National Park of Canada, *State of the Community Report: Town of Jasper*, November 2006

Alberta Economic Development, *2005 Place-to-Place Price Comparison Survey for Selected Alberta Communities*, November 2005

Wilson, Diane and Rachel Cooley, *Jasper Town Site: Visitor Experience Assessment*, January 17-18, 2008

Jasper National Park of Canada, *Mountain Parks Attendance Calculator: 2007/08 Fiscal*

Jasper National Park of Canada, *Jasper National Park: Heritage Tourism Strategy*, April 26, 1999

Golder Associates, *Strategic Environmental Assessment for the Jasper Community Plan*, November 19, 1999

Reid Crowther & Partners Ltd., *Condition Assessment of Jasper Municipal Infrastructure: Final Report*, April 20, 1999

Jasper National Park of Canada, *Parking Study: Jasper Central Business District*, 1991

UMA Engineering, *Jasper Town Site Transportation Study: Final Report*, March 1994

Alberta Economic Development, *Economic Impact Analysis of visitors expenditures in Jasper National Park in 1998*, January 1999

Alberta Economic Development, *Economic Impact Analysis of visitors to Jasper National Park in 1991*, March 1994

Facility Development/Redevelopment: Steering Committee Report, June 2004

Jasper Housing Authority Working Group: Report and Recommendations, August 2004

IBI Group, *Jasper Commercial Study*, August 1994

Public Fire Protection Review, May 2000

Evaluation of Local Municipal Finance Issues, March 2005

Jasper Green Space Plan

Municipal Capital Plan

Facility Review Report

Alberta Economic Development, *Economic Impact Analysis of Visitors Expenditures in Jasper National Park*, 1998



Appendix D: Supporting Resources

Statistics Canada, *Census of Canada 2006* (Employment, economic activity, community summaries)

Government of Alberta, *Alberta 2008 Official Accommodation Guide*

Jasper Activities and Services Guide and Jasper Accommodation and Dining Guide,
(also online at www.jaspercanadianrockies.com)

Jasper Town Site Visitor Experience Assessment, 2008

Jasper Municipal Census, 2008

Jasper National Park of Canada Management Plan, 2010
(also online at <http://www.pc.gc.ca/docs/v-g/jasper/plan/index.aspx>)

Parks Canada, *Park Entry Statistics* (annual)

Parks Canada Mountain Guide 2008/2009

Federation of Canadian Municipalities, *Quality of Life Indicators*



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