



— JASPER COMPREHENSIVE PLAN —

THINK-TANK REPORT

INDIANA, USA NOVEMBER 2025





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This report summarizes the outcomes of the Jasper Comprehensive Plan Think-Tank held on October 31 and November 1, 2025. Approximately 70 community members and city staff participated in the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the Jasper comprehensive plan project which aims to develop a new community vision and comprehensive plan that will guide community decision-making over the next 10 years.

These reports and the associated data analysis are available on the project portal:

<https://lab2.future-iq.com/jasper-comp-plan/>

REPORT PREPARED BY:



THINK-TANK HOSTED BY:



future-iQ

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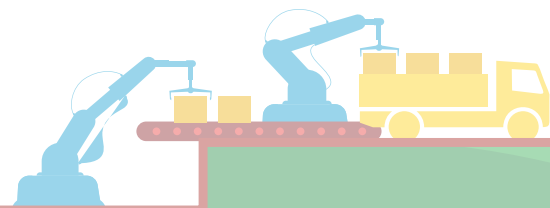


OVERVIEW OF THE COMPREHENSIVE PLAN PROCESS

The City of Jasper has embarked on a 14-month comprehensive planning process that will update its 2019 Comprehensive Plan.

The Plan will guide decision-making for the City over the next 10 years and will serve as a basis for modifications to land use and planning regulations, public and private investment decisions, prioritization for the allocation of city resources, and incorporate smart growth principles to encourage the efficient use of resources. Public involvement and input are critical components of the planning process. Throughout the process, citizens and community partners will be asked to join with the City to identify priorities and establish a list of goals and action steps for implementation. This input will inform the development of an actionable implementation section that will outline and prioritize strategies for achieving the Plan's new goals and objectives.

The City anticipates the new Plan will express a progressive vision that promotes thoughtful, managed growth and development, promotes the health, safety and welfare of the community and continues to position Jasper as a regional hub of economic and social activity.





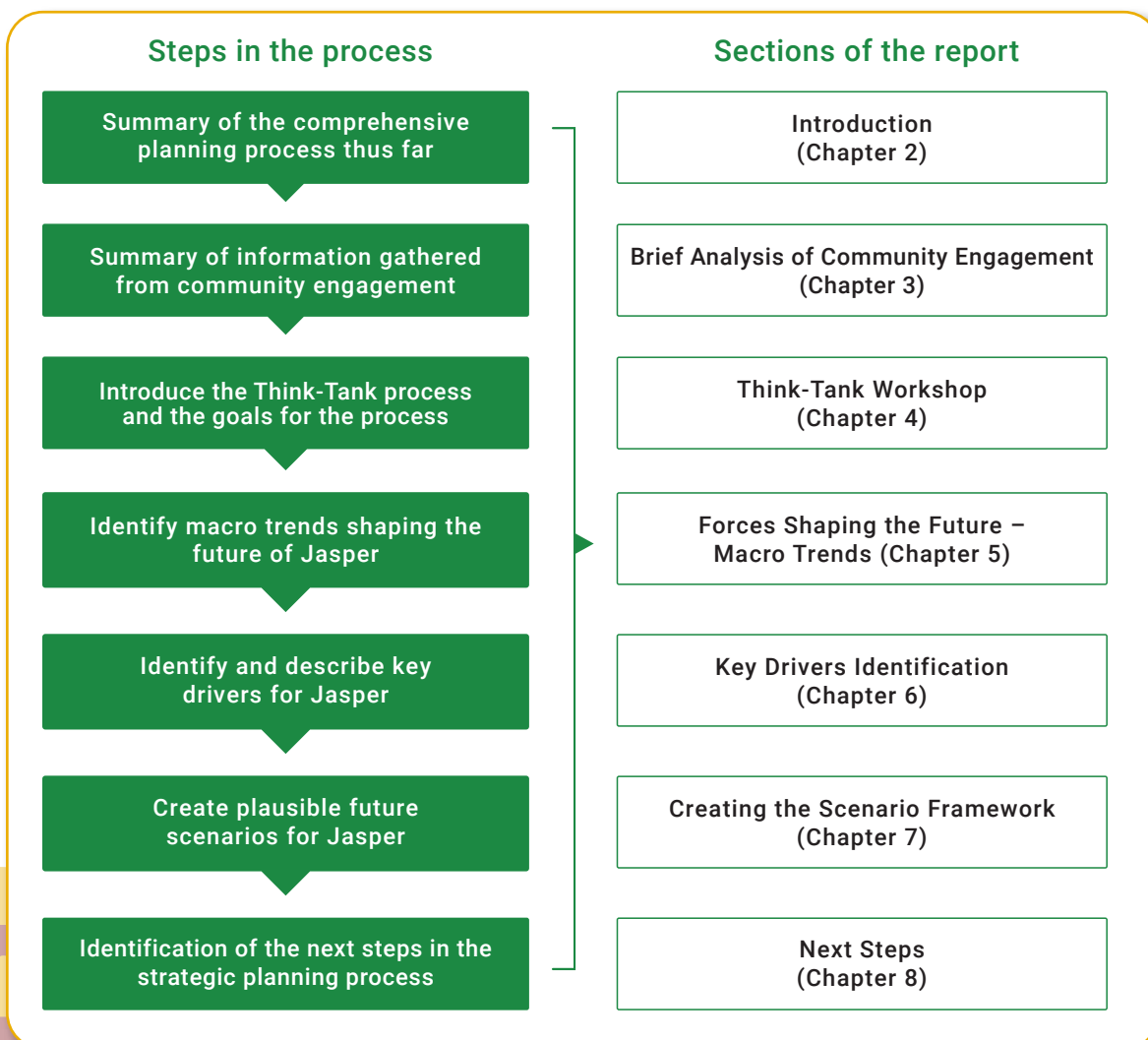
The importance of visioning for the future has been highlighted as extremely important to the future of Jasper as community members and stakeholders look to the grand challenges ahead.

1.0 | HOW TO READ THIS REPORT

This report lays out the findings from the Jasper Think-Tank and each key step in the process. More details about the overall comprehensive planning process may be viewed on Jasper's project portal at: <https://lab2.future-iq.com/jasper-comp-plan/>.

The Think-Tank process built a range of future possible directions for Jasper.

This work represents robust 'future gazing' where community members considered possible directions and the impacts and consequences of those directions. The process, and the report, then drill down deeper into what people saw as the optimal or preferred future. This understanding helps lay the groundwork for figuring out what next steps to take. The draft vision for Jasper will be further explored and validated at the Future Summit taking place in December 2025.



2.0 | INTRODUCTION

This scenario-based Think-Tank report summarizes the visioning workshop that took place on October 31 and November 1, 2025. The Think-Tank workshop was conducted as an initial step in the project to develop a vision and comprehensive master plan that will guide Jasper's development for the next 10 years. The components of the visioning work to date have been comprised of:



STRASSENFEST KICKOFF

The City hosted a booth at Strassenfest in August 2025 to introduce the community to the comprehensive planning initiative. Consultants and City Staff were on hand to answer questions and on-the-spot interviews were conducted with festival attendees.



KEY STAKEHOLDER INTERVIEWS

Initial interviews were held with key stakeholders to gather input and to further understand the many perspectives on current and future aspirations for Jasper.



COMMUNITY SURVEY

An extensive survey was completed by approximately 1,250 community members at the time of the Think-Tank. The survey aimed to understand stakeholder perspectives on current conditions in the City, as well as their aspirations for the future. The survey remained open through November 2, 2025.



COMMUNITY PROFILE REPORT

The Community Profile Report provides a glimpse into Jasper's current demographic and economic statistics. This information is used to inform the visioning and comprehensive planning process and is available on the project portal.



COMMUNITY NEWSLETTERS

Five community newsletters thus far have been emailed to those who signed up on the project portal or indicated on the community survey they would like to be kept apprised of project initiatives. Additional recipients include City staff and those who sign up for information on the City's website.



THINK-TANK WORKSHOP

The Jasper Comprehensive Plan Think-Tank was held on October 31 and November 1, 2025. At this workshop, participants learned about current conditions and macro trends impacting Jasper, and participants produced four plausible potential futures for the City.



THINK-TANK PARTICIPANT HEATMAPS

Think-Tank participants completed heatmaps at the end of the Think-Tank to express their Least Desired, Expected, and Preferred Future scenarios for Jasper, looking out to 2040.

The Jasper Comprehensive Plan Think-Tank workshop allowed community members to take a 'deep-dive' into strategic visioning and future-thinking through a scenario-planning process.

"What I really enjoy about working in Jasper is the sense of community. People here are friendly and supportive, and it makes both life and work feel welcoming. I also love being close to the outdoors - it's easy to enjoy nature while still feeling connected to the town."

-Community Survey Respondent





3.0 | COMMUNITY ENGAGEMENT

Key to the success of the comprehensive planning process will be community engagement and participation. The Community Engagement Plan for this project includes multiple opportunities for people to have input, both in-person and virtually. Thus far, the project has engaged people through in-person events such as Strassenfest and the Think-Tank, an online Community Survey (hard copies were available), online project newsletters, key stakeholder interviews, and monthly Steering Committee meetings.

3.1 | PROJECT LAUNCH AT STRASSENFEST

The City of Jasper launched the comprehensive planning process at its renowned Strassenfest Festival held July 31 - August 3, 2025. The City hosted an information booth at the festival and City Staff and consultants were on hand to explain the planning process and to answer questions. Approximately 100 on-the-spot interviews were taken with festival attendees. Hear what they had to say on the project portal at <https://lab2.future-iq.com/jasper-comp-plan/>.



"The small town atmosphere is priceless on many levels. I love that I can get anywhere I need to be in 10-15 minutes. The amenities we have significantly add to the quality of life here --lovely parks, a charming downtown, and amazing arts opportunities with both the Arts Center and The Astra."

-Community Survey Respondent





3.2 | COMMUNITY SURVEY – PRELIMINARY RESULTS

Prior to the Think-Tank, an extensive community survey was conducted to gather insight into the community's perceptions of trends influencing Jasper's future, including people's satisfaction with living and/or working in Jasper, and the importance of the strategic positioning of Jasper in the regional area. At the time of the Think-Tank, approximately 1,250 people had responded to the survey that was promoted on the portal, social media platforms, and in local businesses.

Respondent profile information will be available on the project portal, and includes information such as age, race/ethnicity, length of time lived in Jasper, length of time worked in Jasper, and which quadrant of Jasper the respondent lives in. Below are sample results of the survey as of the Think-Tank. The complete community survey results will be posted on the project portal at <https://lab2.future-iq.com/jasper-comp-plan/>.

For the purposes of this report, a selection of survey results are included. The final results will be further explored in the Community Vision Report that will be published after the Future Summit in December 2025. All interactive results will be available in real time on the project portal.

"I like the small town, close knit community feeling. It's a good community to raise a family. Good schools. I like living near rural areas with opportunity for property ownership and scenic landscape. I like the parts that don't feel too commercial or like suburbs of a bigger city. The downtown revitalization has been exciting and it's great to see it filling up with local businesses."

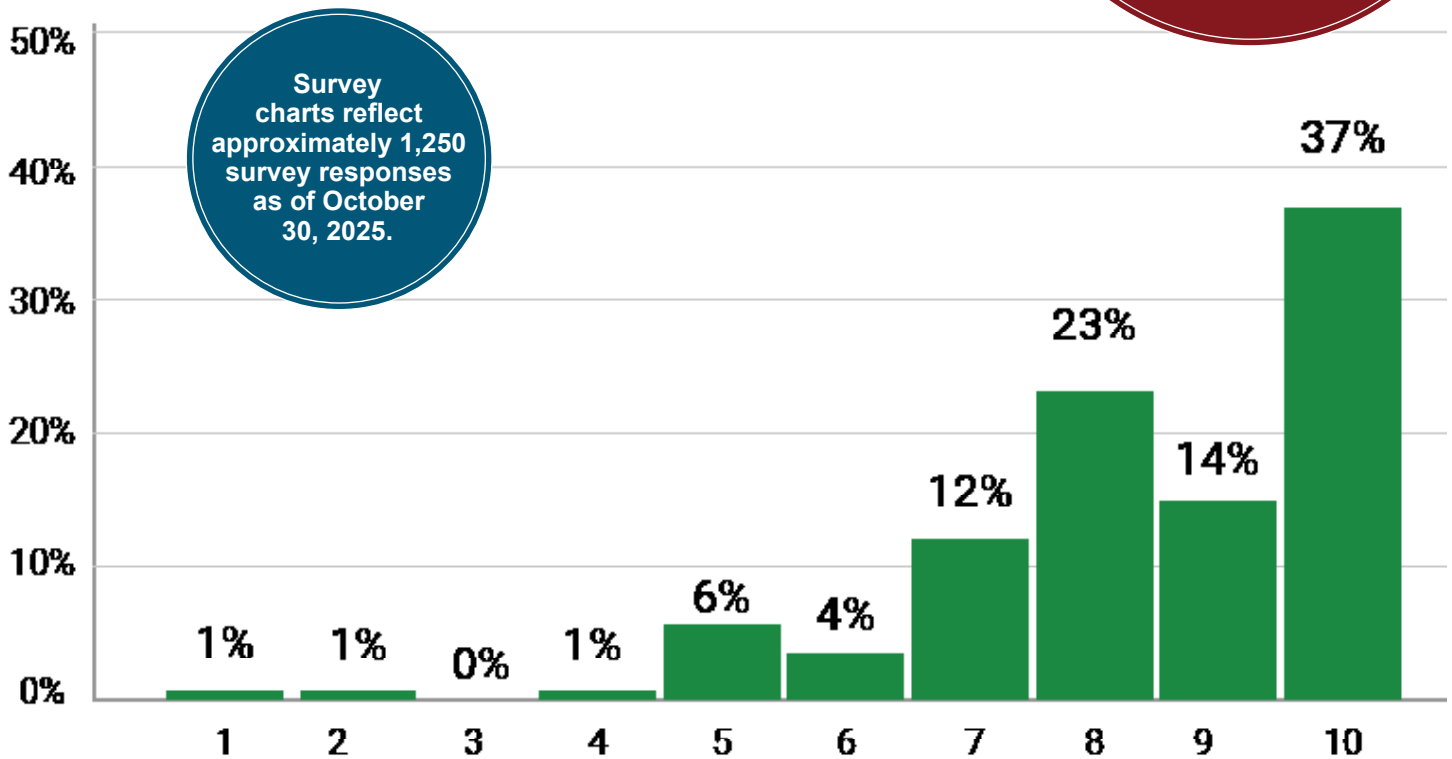
-Community Survey Respondent



3.1.1 | IMPORTANCE OF A COMMUNITY VISION

The development of an aligned community vision that is shared by the community is a critical element of the comprehensive planning process. Survey respondents were asked if they thought it is important to have a shared community vision for the future of Jasper.

How important is it to have a shared community vision for the future of Jasper? (Scale: 1 = Not important; 10 = Very important)



"We are a city that focuses on family, preserving our heritage, honoring our rural traits, and at the same time moving forward by attracting innovative small and medium sized businesses that can steadily grow and contribute to Jasper's economy like so many companies have done in the past."
-Community Survey Respondent

Data Insights

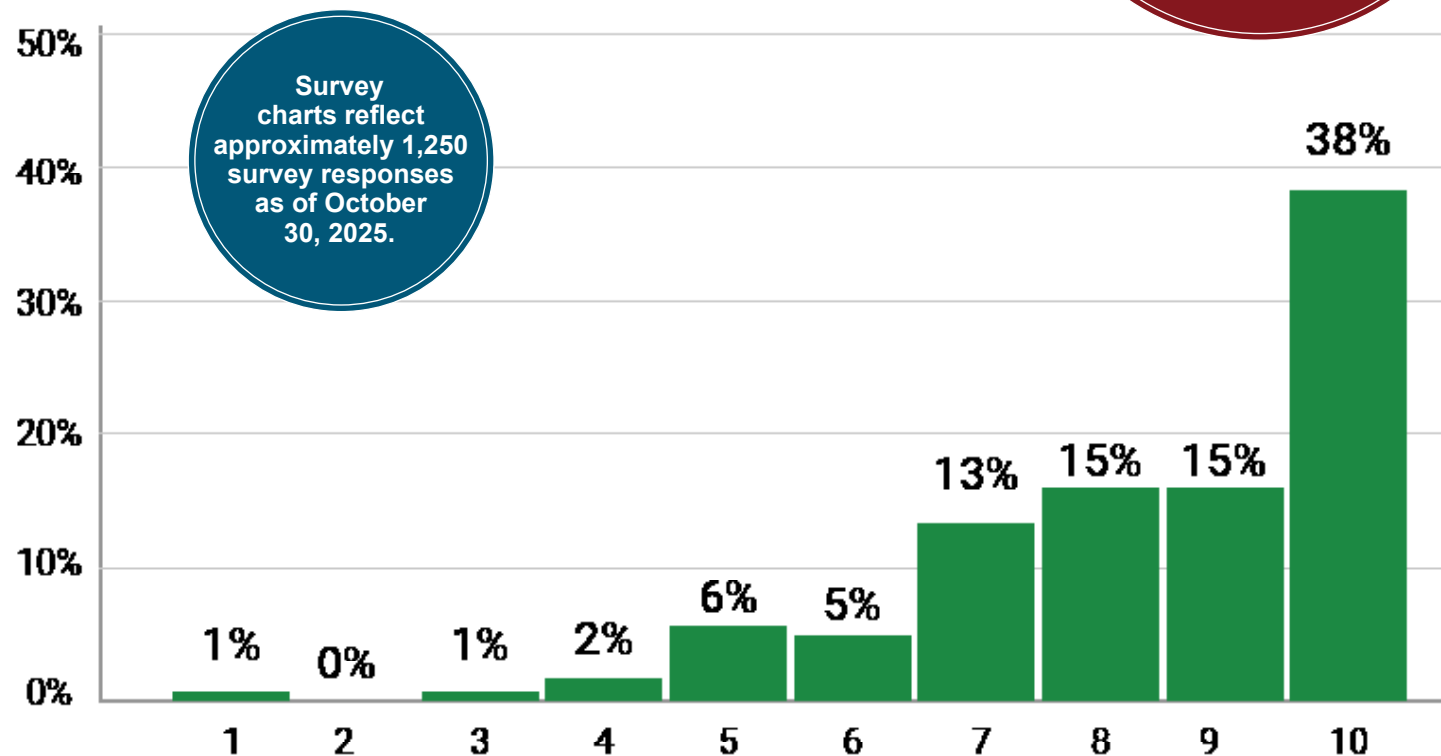
- It is clear from these survey results that the majority of respondents consider having a shared community vision for the future of Jasper important, with 37% of respondents considering it very important.
- Complete results of the Jasper Comprehensive Plan Community Survey will be made available on the project portal at <https://lab2.future-iq.com/jasper-comp-plan/>.



3.1.2 | IMPORTANCE OF A COMPREHENSIVE PLAN

A Comprehensive Plan is an overarching planning document for the community that guides decision making for the next 10-15 years. Survey respondents were asked if they thought it was important to have a Comprehensive Plan for Jasper.

How important do you think it is for the community for Jasper to have a Comprehensive Plan? (Scale: 1 = Not important; 10 = Very important)



"I want to see Jasper as welcoming to all people. Diverse. Healthy. Kind. Encouraging. Neighborly. Friendly. I think we do a good job for the most part. But we can do better. Family life is the key to promoting a safe and healthy place to live."

-Community Survey Respondent

Data Insights

- These results show that the majority of survey respondents consider having a Comprehensive Plan for the future of Jasper important, with 38% of respondents considering it very important.
- Complete results of the Jasper Comprehensive Plan Community Survey will be made available on the project portal at <https://lab2.future-iq.com/jasper-comp-plan/>.





»»»» 4.0 | SCENARIO-BASED THINK-TANK WORKSHOP

The Jasper Comprehensive Plan Think-Tank Workshop was conducted on October 31 and November 1, 2025, in the Atrium of the Thyen-Clark Cultural Center. The workshop explored how Jasper could evolve looking out to 2040 and consisted of:

- A review of global trends and the impact of these trends on Jasper
- Assessment of Jasper's strengths and weaknesses
- Formulation of the different plausible scenario 'spaces' and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of community evolution and development trajectory in Jasper
- Identification of the preferred future and potential critical action steps to achieve the preferred future



Scenario planning provides a way to explore various plausible futures. This adds a richness and depth to the discussions about preferred future, and a consideration of the intended and unintended consequences.

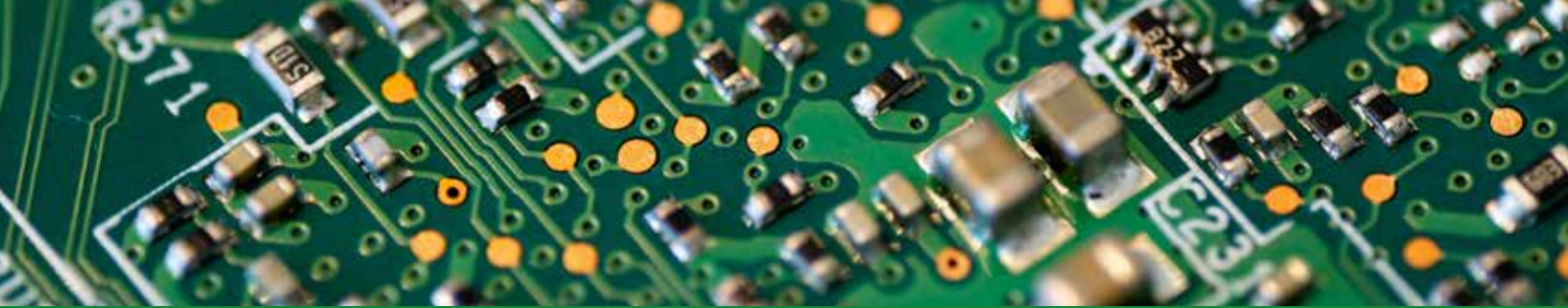
The Think-Tank began with an in-depth presentation on future trends and global conditions in Jasper, as well as a brief review of the Community Profile Report before moving on to conduct scenario planning for the City. Future iQ's scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape Jasper looking out to 2040
- Create and describe four plausible long-term scenarios for Jasper
- Begin exploring alignment around a shared future vision for Jasper



The scenarios developed during the Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for the future of Jasper. Workshop deliberations can assist in identifying key strategic actions for the City and how various groups might best contribute to future developments.





5.0 | FRAMEWORK FOR ANALYSIS – KEY THEMES SHAPING THE FUTURE

Think-Tank participants explored the forces of change shaping the future of Jasper, including three key areas of emerging macro trends and forces of change. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge how important participants consider the trends. Participants discussed the emerging trends on global, regional and local scales, and related them directly to Jasper in terms of how well prepared they considered the City.

Specifically, the key trend areas included:

- **Demographics, population, and mass urbanization**
- **Energy, food, water, and climate change**
- **Technology and the speed of change**

Of relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Velocity and trajectory are key elements that often create resistance to change and require clear communication and outreach to promote trust around the purpose of change. Think-Tank participants emphasized the need for consistent communication and messaging from the City to provide transparency as the community pursues its preferred future.

In the face of accelerating speed of change, the key to long-term resiliency for Jasper is the ability to anticipate change, adapt, and remain agile in response to emerging trends.

"Jasper lends itself to being a large player in the surrounding inter county region due to its size and infrastructure. With increased planning and investment into infrastructure and the attraction of a diversified economy I see the city poised to continue to strengthen its position in the regional area."

-Community Survey Respondent



6.0 | KEY DRIVERS IDENTIFICATION

With the background of external trends, Think-Tank participants produced drivers that they considered most likely to shape the future of Jasper. The drivers had been discussed at a small group level and then at the wider workshop level. The scope of each driver was clarified, and any similar drivers were grouped, and new drivers added, until a list of twenty unique key drivers were identified.

Drivers are events, trends, developments, catalysts, or forces that actively influence or cause change. The top 20 drivers for Jasper are seen to shape the future of the City.

6.1 | DRIVER DESCRIPTIONS

Key drivers shaping the future of Jasper, as identified and developed in small working groups by the Think-Tank participants:

(Please note that these drivers are not in any particular order.)



LACK OF DIVERSITY OF HOUSING

We need more affordable housing in Jasper. This is an opportunity to attract more diversity and workers by varying housing stock. If we do nothing, growth will be stymied. Change is needed to fill the gaps to have a healthy workforce that enables all ages to be able to move here stay.



LACK OF INTERNAL CONNECTIVITY

Increased modes of transportation (bikes, pedestrian, scooters, e-bikes, public transportation) within the City will mean reduced traffic, increased health benefits, and pollution reduction. Jasper needs to continue to develop multimodal transportation and explore public transportation options.



ONLINE SHOPPING

Online shopping is increasing for local retailers such as IGA and Walmart. This has the potential to impact methods of consumption and may cause industries to leave. However, those who don't adapt online shopping may lose market share because many people want it.



IMBALANCED DEMOGRAPHICS

Increasing newcomers to the area and an aging demographic are changing the City's needs. If we embrace the need to change and adapt, we can prevent a decline in those leaving and continue to grow to support our workforce needs. This will require having the infrastructure in place to support our changing demographics.



OWNERSHIP OF UTILITIES

Jasper utility rates are lower cost than surrounding communities causing migration into the City. Necessary infrastructure updates will raise rates and this may cause Jasper to adopt renewable energy sources.



LACK OF EXTERNAL CONNECTIVITY

The City needs to improve its infrastructure (both roads and telecommunications) to support movement of people and goods in and out of Jasper. This will provide greater ability for businesses to access the County and Jasper as a regional center.



AGING INDUSTRIES

Automation, changing product needs, and international supply chain competition can be challenging for local industries as they age. This can caused loss of job opportunities and young workers. Jasper needs to figure out the balance of pertinent industries and service businesses to encourage a local employee base that will also allow new industries to come here.



SHIFTING SOCIETAL VALUES

Addressing this driver involves assessing who we want to attract and who we want to retain in Jasper. Some community members are more conservative but if we want to grow, we need to address the shift in purchasing power and needs that younger generations expect with regards to quality of life amenities.

6.1 | DRIVER DESCRIPTIONS (CONT.)



CHANGES IN EDUCATION

An alignment is taking place between education, technology and workforce needs. Jasper needs to increase the age demographic between 20-50 years old. The challenge for the community will be to enable students (under 20 demographic) to make the connection between what they want to do and what is available locally.



EXPANSION OF HEALTHCARE SERVICES

A growing aging population is shaping healthcare services with a greater demand for local services and facilities such as nursing homes. The long-term effects of the local hospital sale, along with Medicare changes are unknown at this time.



SHIFTS IN COMPANY OWNERSHIP

Recent shifts in some local large company ownership risk the loss of local community involvement and support. This provides opportunities for smaller companies and organizations that may be more agile and have more flexibility to fill these gaps.



SHIFTS IN HOW WE STAY INFORMED

Recent changes in communications and how people get their information have created a vacuum with no centralized information for what's going on in Jasper. This is an opportunity to craft a new narrative for Jasper – to take control of it or risk it being written for us.



HEALTH AND WELLNESS TRENDS

These trends include consolidation of health care providers and an increasing number of senior facilities. With the purchase of the hospital by Deaconess locally and the potential changes to insurance/Medicare, the future is uncertain with regards to healthcare services and access in Jasper.



MUNICIPAL FUNDING ENVIRONMENT

Changes in property tax laws are shifting the burden of funding to new areas, causing funding shortages and the need to raise taxes to shore up differences. The risk is that economic growth will slow with fewer bigger projects causing less community safety/services and quality of life.



NEED FOR AFFORDABLE CHILDCARE

Accessing affordable quality childcare is a challenge in Jasper. Without local childcare options, employers are unable to meet workforce needs. Additional school resources are also required to meet the needs of kids not prepared with a strong foundation of learning.



ADAPTING TO HIGHER TECHNOLOGY

Jasper needs to adopt higher technologies such as AI, robotics, and automation if it is to attract 20-40 year olds to the City. Slow adoption of higher technologies such as high speed internet will impact growth, workforce attraction, and remote workers.



LOCAL ENVIRONMENTAL RESOURCES

Warming temperatures are driving people from the South and Coasts to the middle of the country, including Jasper. To support this migration, the City will need to be able to provide housing, jobs, etc. or people will move elsewhere.



IMPACTS OF NEWCOMERS

Increased arrival of newcomers to the City has provided additional workforce to local companies. To flourish, Jasper community needs to embrace the new cultures and values to provide an inclusive environment. If we don't, our population will decline.



CONNECTION OF MID-STATES CORRIDOR

The Mid-States Corridor connection needs to be implemented thoughtfully and carefully, with special attention as to how the City can capitalize on this development as an asset. Care must be taken to mitigate impact on small businesses and property owners, while promoting improved public safety and traffic congestion and improved external connectivity.

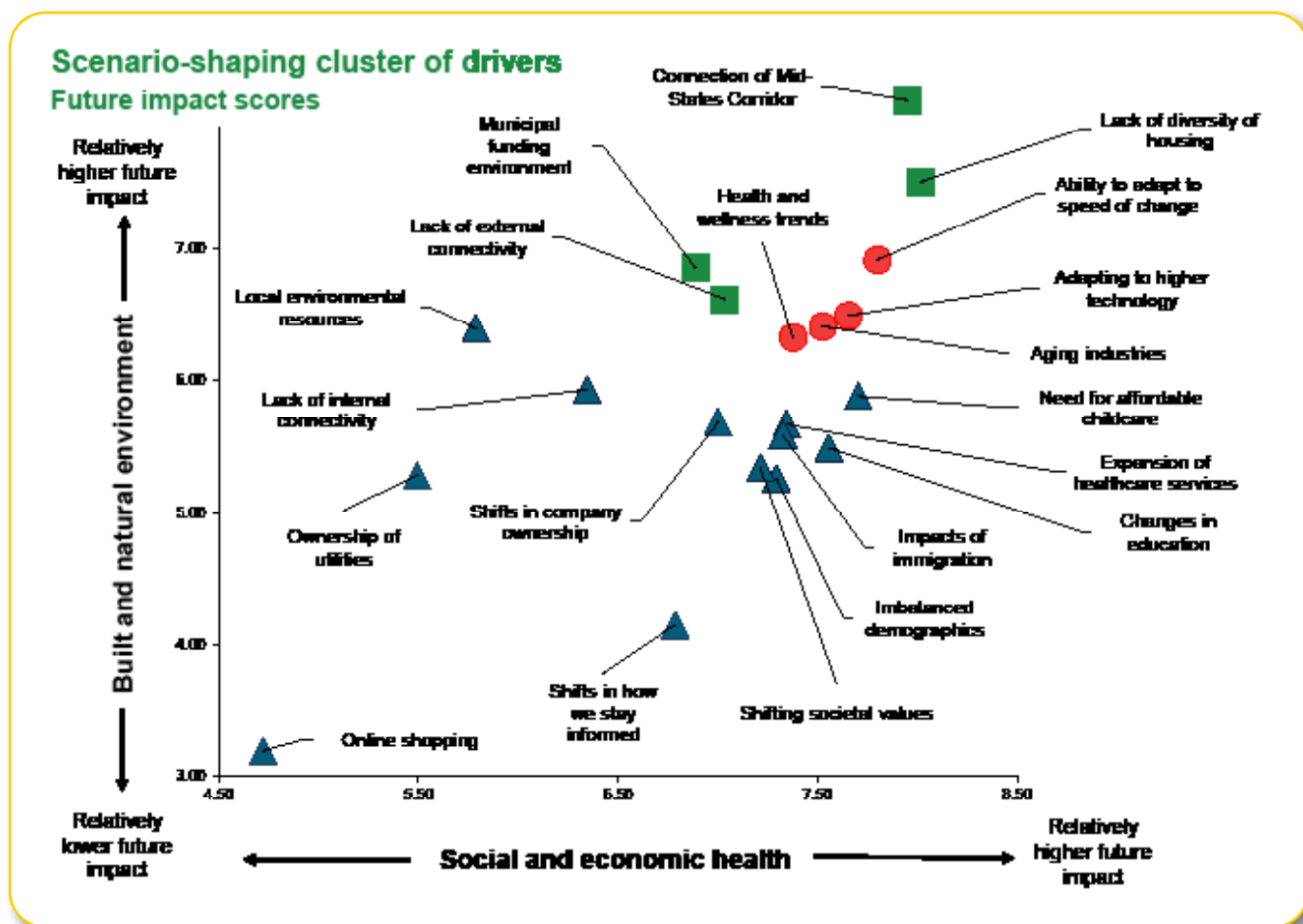


ABILITY TO ADAPT TO SPEED OF CHANGE

The issue for Jasper is whether it can move fast enough to adapt to changes in funding, technology and AI to stay up to date with the rest of the world. We need to have a willingness to place greater emphasis on creative ways to deliver results with less resources and costs.

6.2 | IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

After agreement on the drivers, Think-Tank participants rated each of the twenty key drivers in terms of the size of impact on the future of Jasper. The scale used was 1 - 10 (1 = low relative future impact; 10 = very high relative future impact). The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of participants. Then, a scatter diagram of the drivers, based on size of impact was developed. The diagram represents the driver assessment in terms of **built and natural environment** and **social and economic health**. The process illustrated below show the clusters of drivers that were seen as most critical in shaping the future - these clusters are termed 'Scenario-shaping clusters of drivers.'



Data Insights

- The most impactful drivers for built and natural environment were clustered around the dimensions of lack of diversity of housing, connection of the Mid-States Corridor, municipal funding environment, and lack of external connectivity.
- The most impactful drivers for social and economic health were clustered around the ability to adapt to speed of change, adapting to higher technology, aging industry, health and wellness trends, and the need for affordable childcare.



6.3 | CLUSTER MAP DEVELOPMENT AND SCENARIO AXIS

Grouping similar drivers into two categories, clusters of drivers were identified by adding a thematic name linking the drivers in the clusters.

These themes became the basis for the two axes on the scenario matrix that define the four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios. The two axes were defined as '**Development Approach**' and '**Community Adaptability**'.

The two axes of the scenario matrix were developed through the thematic clustering of the key drivers identified by Think-Tank participants.

FUTURE-SPLITTING THEMES BASED ON CLUSTERS OF DRIVERS

DEVELOPMENT APPROACH

- Lack of diversity of housing
- Connection of Mid-States Corridor
- Municipal funding environment
- Lack of external connectivity

COMMUNITY ADAPTABILITY

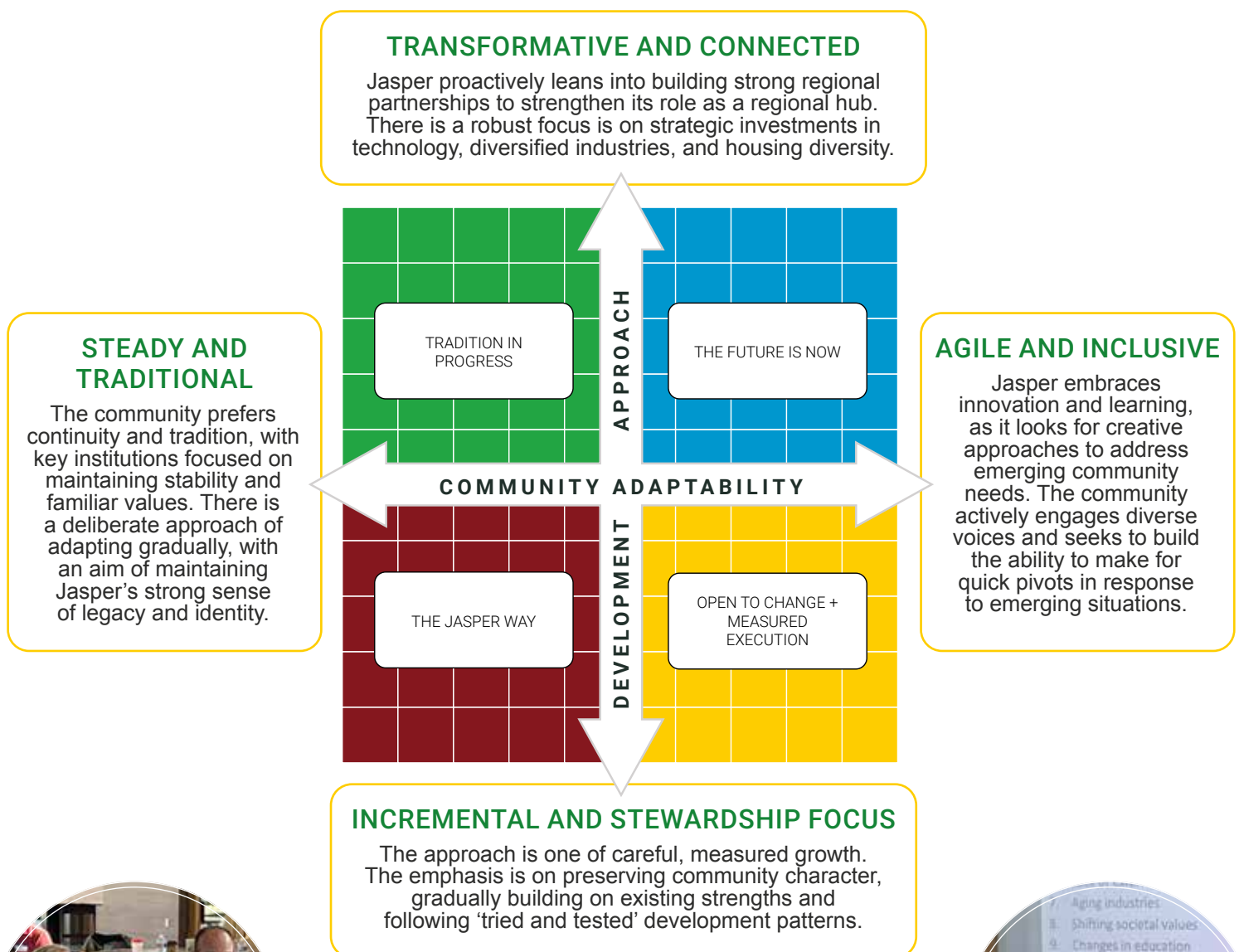
- Ability to adapt to speed of change
- Adapting to higher technology
- Aging industry
- Health and wellness trends
- Need for affordable childcare



7.0 | CREATING THE SCENARIO FRAMEWORK

Workshop participants were presented with the scenario matrix, defined by the two major axes, 'Development Approach' and 'Community Adaptability'.

Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of Jasper in 2040 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2030, 2035 and 2040, and to give their scenario a descriptive name. The name is intended to represent the description of the scenario in the form of a short title. Narratives, descriptions, and names of each scenario as developed by the workshop participants are included in the following sections.





7.1 | SCENARIO A: TRADITION IN PROGRESS

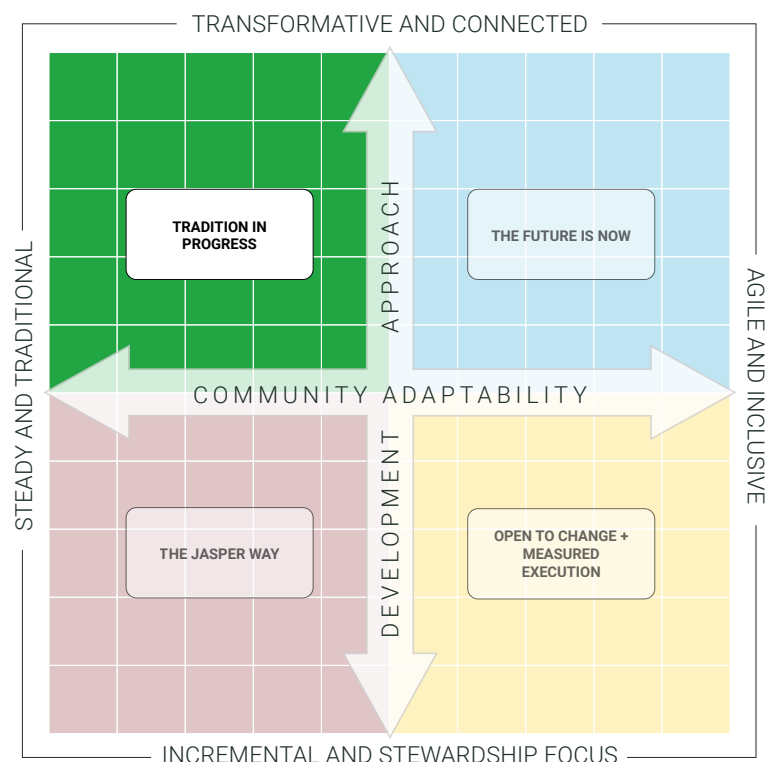
This scenario forecasts a future where Jasper adapts to changing times by leaning into a traditional approach to community development. There is a focus on strategic investments that help to maintain the community's sense of economic stability and familiar values while at the same time connecting Jasper to the regional area.

The City continues to serve as a regional hub and seeks to build strong relationships with regional partners to attract the younger generation back to the area to raise a family. Single-family homes continue to dominate the housing market with the emphasis on maintaining Jasper's strong sense of legacy and identity. As the population ages, Jasper focuses on strategic investments in emerging technologies to fill the gaps of a shrinking workforce. Industry automation and remote work become more prevalent. Health care services and more diverse housing needs increase and the economy shifts towards a service sector that supports an aging demographic. A focus on traditional values does not feel inclusive to newcomers and Jasper's diversity declines.

The 'Tradition in Progress' scenario conveys a future where Jasper seeks to maintain its steady development trajectory by doubling down on its traditional strengths.

SCENARIO SNAPSHOT - FUTURE IMPLICATIONS

- Population is aging and missing the 20-40 year old demographic.
- Traditional development patterns continue.
- Importance is placed on familiar values and maintaining Jasper's strong sense of legacy.
- Economic stability is weakened as workforce ages and there is no backfill of talent.
- Heavy focus on investment in STEAM education, technologies and automation to fill talent gaps.
- Jasper's strong regional leadership position is weakened over time as investment and resource availability decline.



»»»»» 'TRADITION IN PROGRESS' 2040 CHARACTERISTICS

The characteristics of this scenario convey a future where the City and community lean into strategic investments that seek to strengthen the City's regional partnerships and heft. The community is initially strengthened, but the competing desire to maintain stability and familiar values discourages a younger more diverse workforce from settling in the area. The community ages and over time begins a slow decline.

In the 'Tradition in Progress' scenario, the community is known for its strong family ties and values, but its lack of openness to new ideas and customs discourages new migration to the City.



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

Population is aging and the community doubles down on its strong sense of legacy and identity.

- The City works to attract the missing demographic of 20-40 year olds.
- Health services and housing needs increase with a focus on elder care.
- Lack of affordable childcare drives away working two-parent households.



ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

The City's economic stability and regional importance gradually weaken as available workforce ages and declines.

- Businesses seek to remain cutting edge as access to talent is reduced.
- There is a push towards automation, emerging technologies, and remote work.
- Economy shifts from manufacturing towards service sector that supports an aging community.



ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

Fewer young people lessen the importance of parks and park services.

- Housing remains single-family with an expansion of housing facilities for an aging community.
- Neighborhood community declines and house/yard upkeep changes.
- Community amenities decline over time with lack of use.

2025 Headline News
"LOCAL SCHOOLS AND UNIVERSITY ADD NEW CURRICULUM: ROBOTICS, AI, AND STEM"



2030 Headline News
"JASPER BREAKS RECORDS FOR COMMUNAL LIVING AND DUPLEX GROWTH"



2025 Headline News
"ONCE THRIVING LOCAL MAKER INDUSTRIES NOW BECOMING DARK FACTORIES"





7.2 | SCENARIO B: THE FUTURE IS NOW

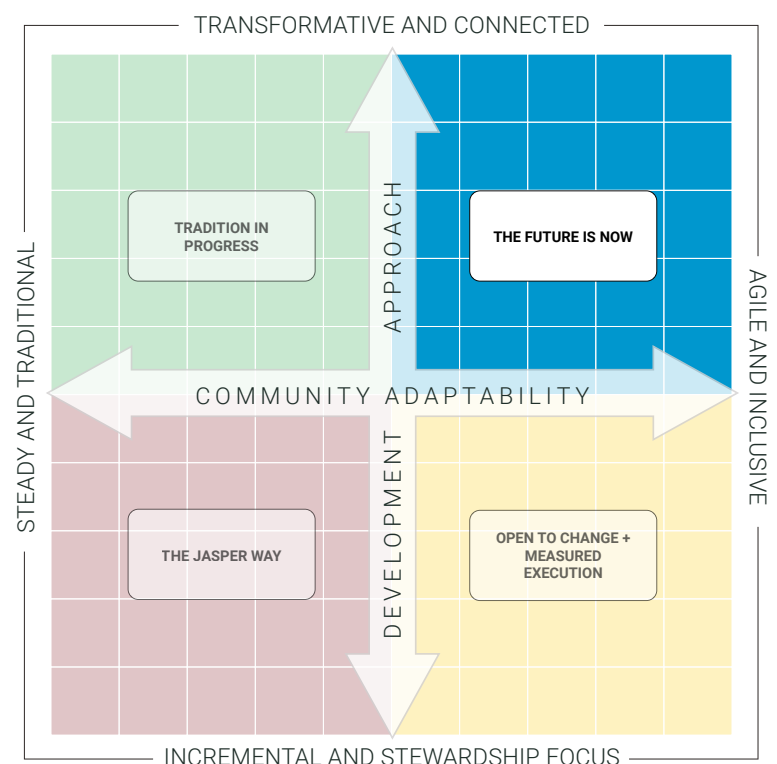
This scenario forecasts a future where Jasper pushes forward on encouraging growth and planning for the future. Strong regional partnerships develop with strategic investments in emerging technologies, diversified industries, and housing diversity. The community is welcoming of new voices and perspectives.

The 'The Future is Now' scenario conveys a future where Jasper keeps moving forward with plans for growth and development through innovative and creative approaches that address community needs.

Jasper takes full advantage of migration shifts and influx of population from other areas of the country to grow its workforce to support its local businesses and industries. The City becomes a hub for regional activity, embraces alternative energy adoption, and collaborates with other communities on infrastructure projects. Connectivity is prioritized, both externally and internally, with sidewalks and trails that enable walkability throughout the City. Housing stock is expanded to support new growth, and the community actively engages diverse voices to build support for a variety of needs, including childcare. Youth services, sports, and programming are a focus to retain young families, including health and wellness programs for all ages. Downtown development continues and expands to nearby areas; a burgeoning nightlife succeeds in attracting and retaining the 20-40 year old demographic.

SCENARIO SNAPSHOT - FUTURE IMPLICATIONS

- Strong regional partnerships form and connectivity increases, both internally and externally.
- STEAM education and career pathways for students expand, including life-long learning options.
- Housing diversity expands to include more multi-use, condos, multi-family options.
- Diversity increases - ages, socioeconomics, and ethnicity.
- Activities for youth increase as well as Jasper's after 6pm nightlife in the Downtown area.
- City growth is supported by infrastructure development.



»»»»» 'THE FUTURE IS NOW' 2040 CHARACTERISTICS

The characteristics of his scenario convey a future where there is intentional investment in building a community that is forward-thinking, agile, inclusive and ready to serve the next generation. The City actively promotes its high quality of life and strong sense of place. Community supports are put in place that build connectivity and allow businesses, industry, and residents to thrive.

In the 'Future is Now' scenario, Jasper proactively takes the steps necessary to build community prosperity and happiness for all of its residents. This will require consistent and clear communication to keep everyone aware of progress and moving forward.



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

Population grows with increased diversity of age, socioeconomics, and ethnicity.

- Commercialized childcare centers increase to accommodate needs.
- STEAM education and increased learning options prepare local workforce.
- Arts and festivals expand to include different cultures.



ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

High investment in services, IT and connectivity attracts national/multinational businesses.

- Increase in multi-use infrastructure to accommodate population growth and needs.
- Mid-State Corridor is installed with accompanying development of areas along highway.
- Hydroponic facilities increase to improve regional food security.



ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

Walkability and ease of transport within the community increases.

- Growth in alternative energy sources; Jasper becomes hub for regional energy.
- Less single use housing and more multi-use housing, condos and retail.
- Expansion of sporting facilities bring in tourism.

2025 Headline News

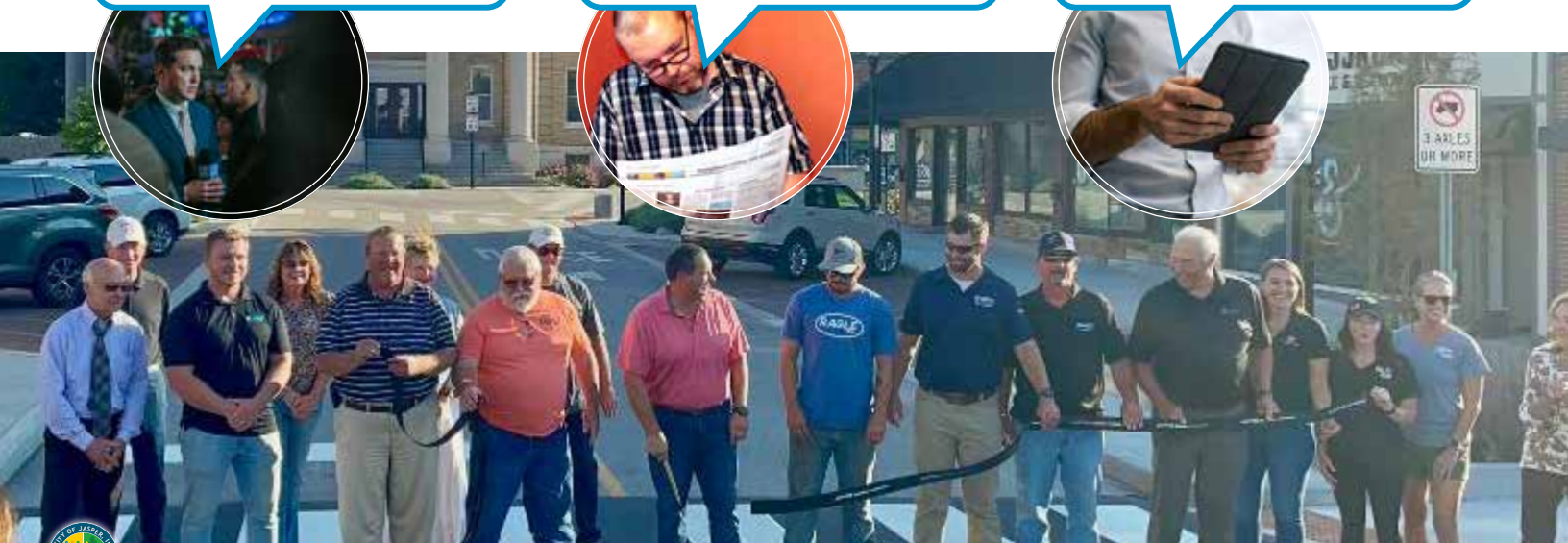
"JASPER COMPLETES CITY CONNECTIVITY AND ACCESSIBILITY"

2030 Headline News

"JASPER BREAKS GROUND ON COMMUNITY HOUSING DEVELOPMENT!"

2035 Headline News

"JASPER FEEDS REGION THROUGH HYDROPONIC DEVELOPMENT"



7.3 | SCENARIO C: OPEN TO CHANGE + MEASURED EXECUTION

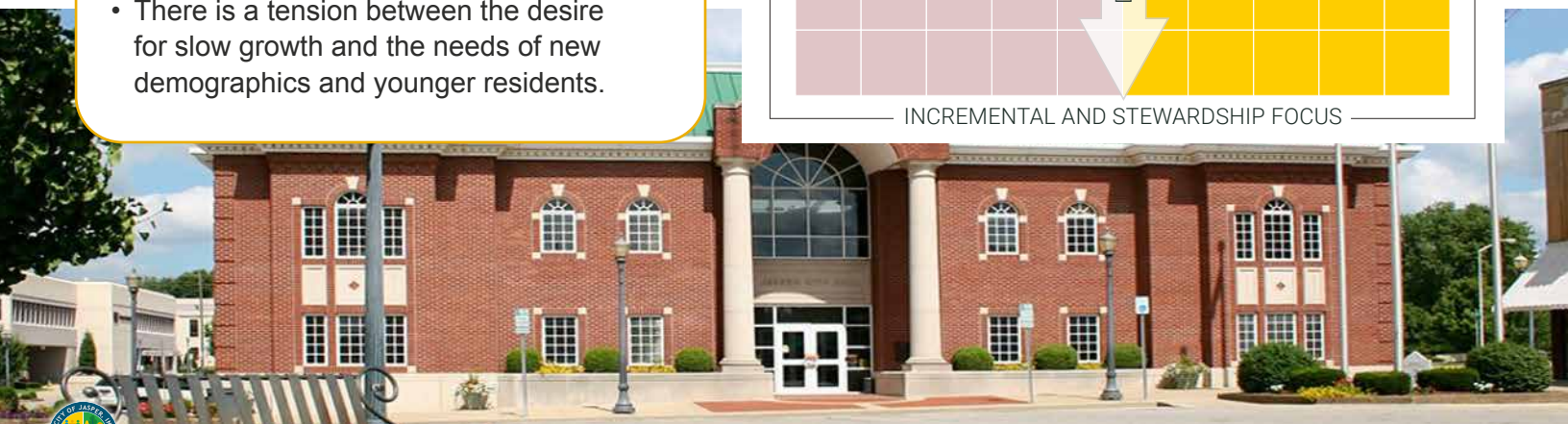
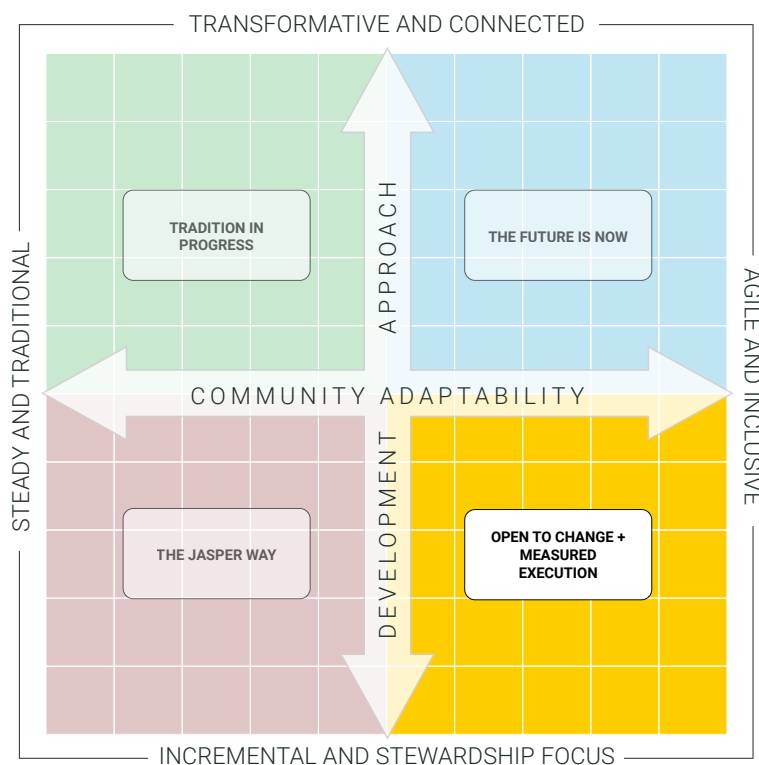
This scenario forecasts a future where Jasper is committed to incremental and measured growth that safeguards community character and 'tried and true' development patterns. At the same time, this scenario presents a community that is inclusive of diverse voices as it seeks the ability to adapt to a rapidly changing world.

The 'Open to Change + Measured Execution' scenario conveys a future where there is a growing tension between the desire for the 'tried and true' and the needs of new demographics and younger residents.

Jasper embraces innovation and learning as it looks for creative approaches to address emerging community needs. An open community, Jasper welcomes new workforce groups to help support its successful industries and businesses. Education options expand to support local needs, and programs such as HUB19 continue to provide a reliable workforce pipeline. Measured growth does not keep up with childcare or housing demands. A consistent emphasis on preserving existing community character does not support new ideas or perspectives, and a growing tension arises. Over time, newer demographics and younger workers are discouraged by lack of amenities and desired services, and this population relocates elsewhere. Large employers struggle to keep workers and are forced to leave Jasper.

SCENARIO SNAPSHOT - FUTURE IMPLICATIONS

- Development is incremental and measured with a reliance on 'tried and true' patterns.
- Public investment goes towards helping existing industries.
- The focus is on preserving community character and stewardship of existing strengths.
- Educational opportunities and options expand to meet community needs.
- The community embraces diversity and inclusion which attracts newcomers.
- There is a tension between the desire for slow growth and the needs of new demographics and younger residents.



»»»» 'OPEN TO CHANGE + MEASURED EXECUTION' 2040 CHARACTERISTICS

The characteristics of his scenario convey a future that propels the community onto a trajectory of clashing desires. An incremental and stewardship approach to development preserves community character, but does not provide the needed amenities and supports for new demographics or young professionals. Jasper's reputation for inclusivity and quality learning initially attracts people, but the rate of change is discouraging and young workers and families leave for more amenable communities.

In the 'Open to Change + Measured Execution' scenario, Jasper's focus on preserving existing community character eventually causes employers and workers to look elsewhere for newer community supports, housing options and connectivity.



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

The community is inclusive with a growing diverse population.

- A diverse population engages in multiple cultural festivals and events.
- Emphasis on measured growth does not keep up with childcare demands.
- Mobility needs are addressed but action is slow and strategic.



ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

Public investment goes towards helping existing industries.

- Educational options are expanded to meet community needs.
- Jasper's diverse small business ecosystem thrives.
- Sidewalks and connectivity needs are developed over time but lacks modernization.



ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

The focus is on keeping energy rates low for customers and the municipal utility can see ROI.

- Community and neighborhood character is preserved and familiar.
- The focus is on continuing to build single-family home subdivisions with some infill.
- The parks are preserved with existing footprint.

2025 Headline News

"LOSS OF MAJOR EMPLOYER IMPACTS WORKFORCE"



2030 Headline News

"CITY OF JASPER SUPPORTS ONSITE DAYCARE AND YMCA PARTNERSHIP INITIATIVES"



2035 Headline News

"JASPER ACQUIRES 'MOST WALKABLE' RATING"



7.4 | SCENARIO D: THE JASPER WAY

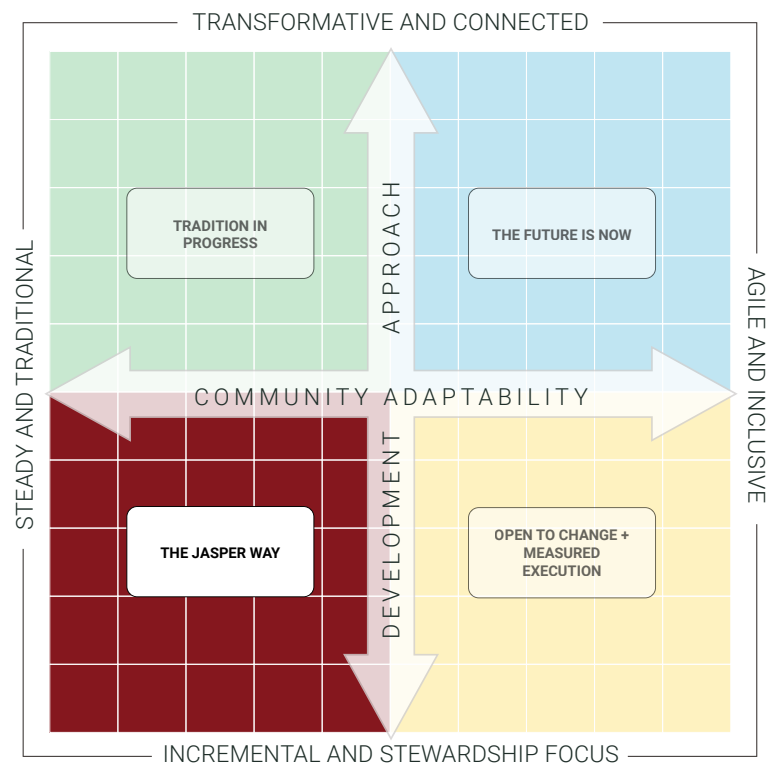
This scenario forecasts a future where Jasper doubles down on preserving and promoting its traditional strengths and community values. Sense of place is strong and the City and community take steps to maintain Jasper's strong legacy and identity.

Priority is placed on maintaining stability with single-family homes in residential areas. Local parks and trails are well maintained and the City is very clean. School enrollment is consistent with a focus on traditional educational pathways. Youth sports remain a strong connecting component of social life, along with faith-based communities. Quality of life is high, but the inward focus on maintaining the status quo does not attract newcomers to the area. Population plateaus and businesses turn to automation and remote workers to replace workers as they age out. Measured growth does not provide for needed amenities to support young families and they are forced to look to other communities to live. Over time, without new residents, the community population declines and the City falls into decline.

'The Jasper Way' scenario conveys a future where Jasper maintains the status quo and is a happy community for a while, but with little change over time the community becomes irrelevant and unattractive to younger generations.

SCENARIO SNAPSHOT - FUTURE IMPLICATIONS

- Residential development remains single-family homes.
- Quality of life remains high, but inward focus on maintaining familiar values and existing community character does not attract newcomers.
- Education standards are high, but lack of options strains vocational tracks and does not support industry well.
- Businesses turn to automation and remote workers to replace declining workforce needs as workers age out.
- Suppressed growth causes population decline and small businesses struggle to stay afloat.
- Slow progress on connectivity and infrastructure development cause areas of Jasper to decline.



»»»»» 'THE JASPER WAY' 2035 CHARACTERISTICS

The characteristics of his scenario convey a future where priority is placed on maintaining the status quo with incremental changes to the community. There is an adherence to traditional values and identity. This inward focus isolates the community and prevents needed regional connectivity and collaboration. The younger demographic is not attracted to Jasper except for those with family ties, and over time population declines and the City struggles to keep afloat.

In "The Jasper Way" scenario, the community continues to do things the way they always have which eventually leads to lack of agility and resiliency in the face of a rapidly changing world.



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

Jasper's population growth slows and plateaus.

- A focus on traditional education highlights the need for more vocational training options.
- Quality of life is high but over time does not keep up with changing needs of residents.
- Younger demographic (20-40 year olds) is not attracted to Jasper except for family ties.



ECONOMIC AND BUILT ENVIRONMENT CHARACTERISTICS

Industries leave Jasper due to lack of skilled workers and supporting amenities.

- Businesses turn to automation and new technologies to make up for declining workforce.
- Downtown businesses struggle to stay afloat as population declines.
- City revises tax abatement policies to attract new businesses.



ENVIRONMENTAL AND LANDSCAPE CHARACTERISTICS

The focus is on maintaining traditional parks and quality of life amenities.

- Lack of year-round recreational options for younger generation causes young professionals and families to leave.
- There is more investment in the tourism industry as the community moves North.
- Walking trails are maintained and clean.

2025 Headline News

"JASPER HOUSING CONSTRUCTION DECLINES DESPITE NEED"



2030 Headline News

"INVESTMENT IN AUTOMATION CONTINUES TO GROW"



2035 Headline News

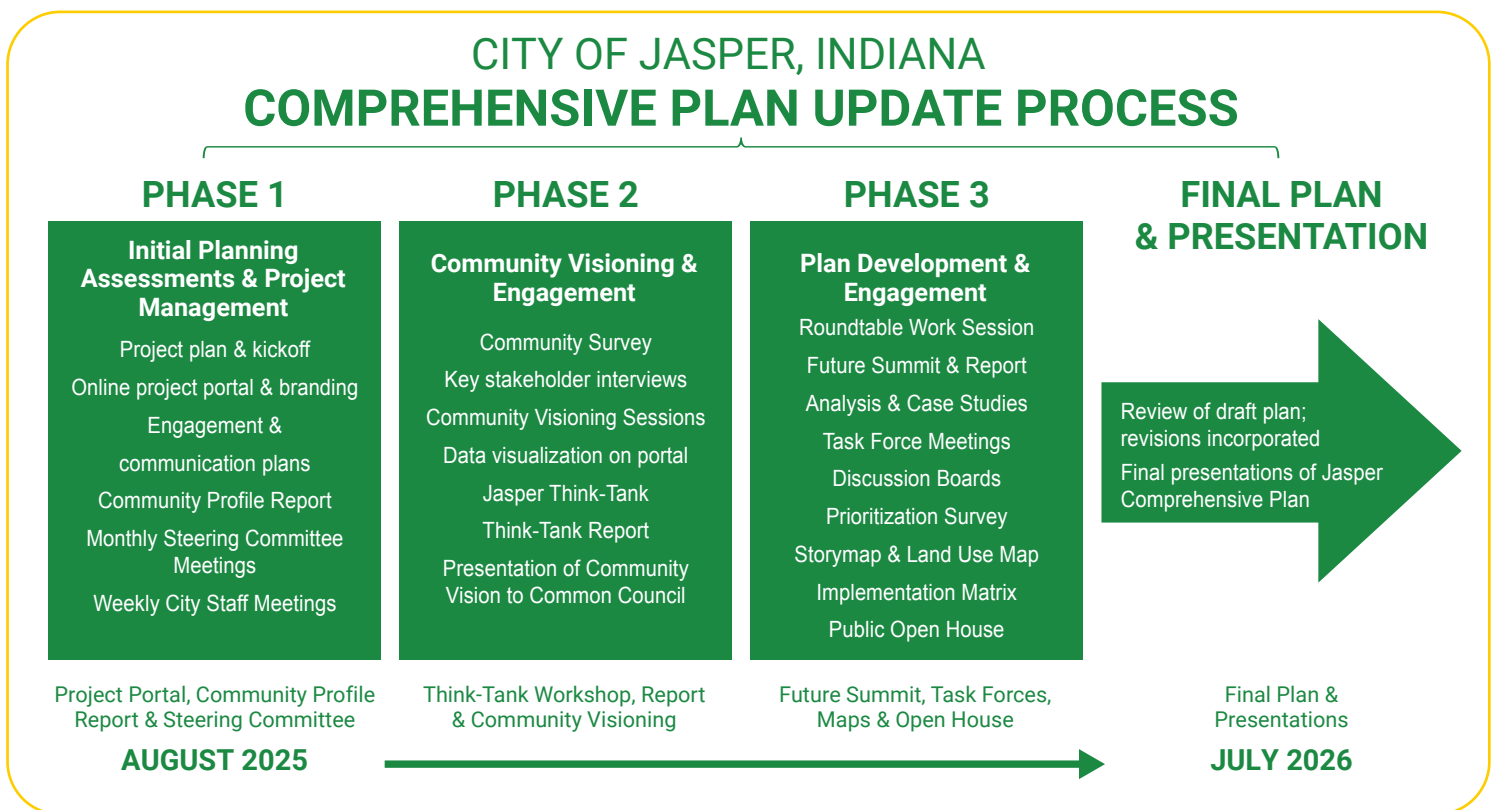
"JASPER'S POPULATION GROWTH SLOWS"





»»»»» 8.0 | NEXT STEPS IN THE PLANNING PROCESS

Following the Think-Tank, this Think-Tank Report was written and published for distribution. The project will then move on to the public Future Summit on December 6, 2025. The Future Summit will be held at the Jasper Parklands Pavillion.



- **December 6, 2025:** Public Future Summit. This will include a mapping exercise and Strategic Pillar stations to sign up for the Strategic Pillar Task Forces.
- **January - February 2026:** Strategic Pillar Task Force and Steering Committee meetings.
- **March - April 2026:** Technical work on creating the draft plan and Steering Committee meetings.
- **April 25, 2026:** Public Open House on Draft Plan.
- **May - June 2026:** Refinements to plan and Steering Committee meetings.
- **July 2027:** Final presentations and training.





»»»» 9.0 | ACKNOWLEDGEMENTS

The Jasper Comprehensive Plan Steering Committee was formed to help guide this project. These dedicated individuals meet monthly to guide the consultant teams and participated in the Think-Tank Workshop. We would like to acknowledge the Steering Committee members.

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»»»»» 10.0 | FOR MORE INFORMATION

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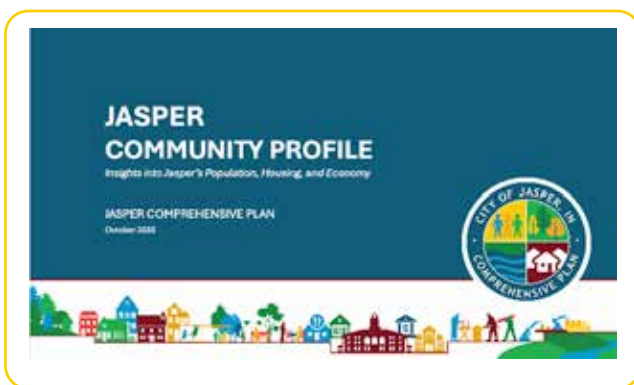
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Learn more on the project portal:

<https://lab2.future-iq.com/jasper-comp-plan/>



11.0 | CONSULTING TEAM – ABOUT FUTURE iQ, JS&A, AND WGI

The Future Think-Tank and comprehensive planning initiative is being facilitated by Future iQ (www.future-iq.com), an international research and consultancy company specializing in future planning, WGI (<https://wginc.com>) a national planning, design, engineering, and transportation services firm leading in technology-based solutions, and JS&A (www.stoverandassociates.com), a national economic development consulting firm.



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—— JASPER COMPREHENSIVE PLAN ——

THINK-TANK REPORT

INDIANA, USA

NOVEMBER 2025