

**Kananaskis Improvement District
Council (2017-2021)**

Legacy Document



**KANANASKIS
IMPROVEMENT
DISTRICT**

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Preface

To: KID Council (2021–2025)

From: KID Council (2017-2021)

Date: October 18, 2021

Subject: KID Council Transition

Welcome to KID Council!

In collaboration with KID Administration, we have compiled this document to outline the key outcomes achieved during our term, to describe ongoing initiatives, and to provide some recommendations for the path forward. We wish you a productive and successful term.

Melanie Gnyp

Chair - Representing Lower Kananaskis Lake Cabin Subdivision

Darren Robinson

Vice Chair - Representing Large Business

Erum Afsar

Councillor - Representing Alberta-Citizens-at-Large

Darren Enns

Councillor - Representing Alberta-Citizens-at-Large

Claude Faerden

Councillor - Representing Small Business

Jeff Storck

Councillor - Representing Non-commercial Residents or Ratepayers

I. KID Council Strategic Priorities (2019-2022)

SP1 Financial Sustainability

KID sustains its solid financial position by seeking varied revenue sources, practicing responsible budget activities, and using rigorous and transparent accounting processes.

SP2 Effective Governance

KID develops and implements an effective governance model which defines roles and allocates responsibilities, and provides clear, professional and accessible municipal policy setting.

SP3 Stakeholder Engagement

KID maintains active and meaningful relationships with its stakeholders involving them in key activities and decision processes of the municipality.

SP4 Organisational Competence

KID provides resources to ensure organizational capacity for data collection, compliance with mandatory requirements, effective service provision, and service level definition.

SP5 Visitor and Resident Support

KID embraces tourism as a sustainable opportunity for municipal prosperity and works to ensure quality visitor experiences.

II. Key Accomplishments (2017-2021)

SP1 Financial Sustainability

- Moved toward a position of financial predictability and sustainability, while continuing to seek alternate sources of revenues.
- Achieved four years of clean annual financial audits and reduced the number of recommendations from the Office of the Auditor General (OAG).
- Received approval for the Rate of Taxation through Ministerial Order without adjustments (2018, 2019, 2020, 2021).
- Provided accountable financial management for municipal services while maintaining appropriate level of reserves.
- Clarified understanding of accumulated surplus and reserve fund definitions. Enacted KID Reserve Fund Policy, including the establishment of specific reserve funds.
- Actively managed budget while striving to maintain targeted reserves.
- Accelerated budget timelines to allow constituents to receive property taxation information earlier.
- Supported residents and rate payers by using operational reserves to provide COVID-19 pandemic relief (2020 and 2021).
- Enhanced budget and audit processes and systems.
- Enacted the KID Tax Rate Policy.

SP2 Effective Governance

- Promoted collaborative relationships and communications between Council and Administration.
- Established regular reporting from Protective Services using a dashboard reporting template.
- Enacted the KID Council Code of Conduct Order.
- Enacted the KID Council Procedural Order and subsequent amendments.
- Adopted All-Net Municipal Solutions for smoother meetings and better public website information.
- Reduced the time and resources required for Council meetings by “going paperless” in 2018.
- Leveraged technology to allow virtual meeting attendance of Councillors, Administration and Public.
- Appointed a permanent CAO and a full complement of two Municipal Advisors.
- Conducted weekly Chair – CAO meetings and provided associated notes to Council.
- Provided monthly CAO Reports, including progress updates for resolutions and business cycle items.
- Increased frequency of Council meetings to promote timeliness of decisions and allow additional opportunities for public engagement.
- Conducted a by-election in 2020 to fill two vacant Council positions.
- Established AUMA membership as active regular member.
- Established voting rights for the Chair and clarified the process for the Chair to make motions.

SP3 Stakeholder Engagement

- Enacted the Public Participation Policy.
- Overhauled the KID website.
- Toured KID to meet stakeholders and gain a better understanding of the region and assets.
- Updated Stakeholder Lists.

- Held a Council meeting in Calgary in December 2019 to increase accessibility for Calgary-based stakeholders.

SP4 Organisational Competence

- Completed six Intermunicipal Collaboration Frameworks.
- Updated the Business Licence Order.
- Enhanced communications with the Assistant Deputy Minister (ADM), Parks Division.
- Increased reporting frequency from the RCMP.
- Enhanced Protective Services reporting, metrics, and frequency.
- Increased reporting from the Regional Conservation Officer.
- Provided service delivery through contracted services (e.g., property assessment, fire suppression and rescue service agreements with neighbouring municipalities, municipal accounting services).
- Ensured Municipal Affairs reporting was current to allow full funding from MSI and FGTF grants.
- Procured a fire rapid response vehicle, fire ATV side-by-side and trailer, fire equipment trailer, and portable traffic management signage.

SP5 Visitor and Resident Support

- Completed a telecommunications and connectivity feasibility study.

III. Resolutions and Strategic Initiatives in Progress

Section 142(2) of the MGA states a council is a continuing body, as such, all unfinished resolutions and directions are continuous. Nonetheless, we suggest KID Council (2021-2025) review the residual resolutions and actively choose whether to retain or rescind them.

See Appendix A for more information on the resolutions still in progress.

See Appendix B for more information on the status of strategic initiatives still in progress.

IV. Recommendations

On September 18, 2021, Council engaged in an end-of-term strategic review. The conversation included a look back at completed priorities, resolutions, and policies as well as a review of the priorities and resolutions still in progress.

Council established the following recommendations for consideration by the incoming Council, accompanied by the strategic priorities (i.e. SP 1 through 5) each recommendation supports. We acknowledge the new Council needs to chart its own course, and offer these items only as recommendations.

1. Grant Management (SP1,2)

Strategic and timely pursuit / use of grant funding should be prioritized as a means of acquiring products and services without adding to the tax bill.

Recommendation:

Council retain and prioritize Resolution 2020/11/17_09: "In support of Strategic Priorities #1 (Financial Sustainability) and #2 (Effective Governance), Council directs Administration to create, maintain and report on a system which would allow the KID to enhance its ability to seek out, obtain and manage grant funding".

2. Capital Budgeting Process (SP1-5)

By Resolution 2020/12/08_08, Council directed Administration "to work with Budget and Audit Committee to revise the KID's capital budgeting process to enhance how KID identifies, evaluates and costs out potential capital investments. The improvements should also include processes for identifying funding sources, determining stakeholder support, linking planning and budgeting activities, and handling mid-cycle opportunities for capital investment. The revised processes should be documented and used in preparation of the 2022 municipal budget". Council has not yet seen these process revisions.

Recommendations:

- i) Prioritize this project and actively provide support / guidance, including external help as required.

ii) Continue to refine the capital asset list so it includes all assets, both existing and new.

3. Lift Stations (SP1,2,4)

Council has sought understanding of the ownership and operation of the Evan Thomas facility that provides water and wastewater service to KID. Through this process, Council learned that KID owns and is responsible for the repair and maintenance of a number of lift stations (and related infrastructure) that are integral to the Evan Thomas facility. The rest of the facility is owned by the Government of Alberta (GOA) - Alberta Infrastructure. Through Resolution, Council directed Administration to seek a transfer of ownership of the lift stations as they present a financial liability to KID, and logically, should be owned by the GoA as part of the broader Evan Thomas facility. The GoA has indicated that it is not interested in assuming responsibility for the lift stations.

In late 2020, an unbudgeted and significant repair was required for one the lift stations. Through Resolution 2021/06/01_09, Administration was directed to come back to Council in September 2021 with funding options for the required lift station repair and maintenance. Administration has been working with EPCOR to establish a service agreement, which would include a schedule and costs for anticipated future repairs and maintenance.

Recommendation:

Council and Administration continue to pursue transfer of the lift stations. In the interim, execute a service agreement with EPCOR, and seek out ways to pay for ongoing maintenance and repairs (e.g., adjust water utility rates, establish specific reserve fund, seek additional Government of Alberta funding, etc.).

4. Kananaskis Conservation Pass (SP1,3,5)

In the summer of 2021, the Government of Alberta introduced the Kananaskis Conservation Pass. Prior to and following its introduction, KID Council lobbied Parks (including the ADM and Minister) for a portion of the proceeds to be allocated to KID to help finance public-facing services such as Fire Protection. The priority for Parks is to use the proceeds to pay for its already-committed programs (including roll out of the KCP); however, it was acknowledged that if KID could make a convincing case, consideration could be made in the future for KID to receive funding from KCP proceeds.

Recommendation:

KID Council continue to actively pursue this initiative, both through the capturing of supporting data and through continued advocacy and engagement with senior Parks staff and the Minister. This includes identifying areas where KCP funding might be applied KID services and the costs related to providing these services, particularly to the visitor population.

5. Detailed Budget Information (SP 1-5)

Council has sought to gain a better understanding and provide greater clarity with respect to budget line items.

Recommendation:

While highly detailed information may be not practical for quarterly financial updates and annual budgets, it is recommended the next Council dedicate time to understanding what specific revenues and expenses roll up into broader line items such as Protective Services and Administration. As part of this process, budget for and determine where RCMP costs should reside.

6. Effective Governance (SP 1-5)

There is opportunity to better clarify the roles and responsibilities of KID Council through formal documentation and Council education.

Recommendations:

- i) Clarify in writing the mandate of KID and the authorities of KID Council. Map out the authorities and relevant jurisdictions against the MGA and other governing legislation.
- ii) Establish formal onboarding process and documentation for KID Council.
- iii) Organize physical tour(s) of all regions of KID for Council and Administration, including visits with local residents and ratepayers.
- iv) Break out the KID Business Cycle broken into key functions and explain the structure for delivery of each requirement.
- v) Establish a succession plan for changes in Administration and Council.

7. Municipal Annual Report (SP 1-5)

An opportunity exists to track, collate and share Council performance and outcomes with its stakeholders (see sample template from Municipal Affairs <https://www.alberta.ca/assets/documents/ma-new-sampleford-annual-report-template.pdf>, which could be adapted to something appropriate for KID).

Recommendation:

Council direct Administration to incorporate the production of municipal annual report into its 2022 work plan, perhaps for release to the public in conjunction with the finalized budget/taxation notice.

8. Scheduling of Council Meetings (SP 1-5)

During organisational meeting, when determining the time of day at which Council meetings occur, the goal is to find a balance between work schedules, ability for the Public to attend, and avoidance of late-in-the-day fatigue. With respect to location, the majority of Council meetings were held in KID, however one was held in Calgary, and many were held via Zoom during the pandemic.

Recommendation:

Continue to alternate morning and evening meetings, with consideration for scheduling items of anticipated public interest (e.g. budget) at a time and location where the public most likely will be available to attend.

When determining the dates on which Council meetings occur, quarterly financial updates should be scheduled to allow enough time for Administration to produce complete statements and for the Budget & Audit Committee to vet prior to them being presented to full Council.

Recommendation:

Schedule monthly Council meetings for the third week of each month.

When determining the frequency of Council meetings, consideration should be given to allowing Council business to occur in a timely and responsive manner, particularly with respect to externally-imposed deadlines and work plan commitments.

Recommendation:

Schedule a regular Council meeting for each month on a one-year basis, recognizing scheduled meetings can later be cancelled if not required.

Efforts should be made to enhance accessibility to Council meetings.

Recommendation:

Continue to offer both in-person and virtual access to meetings. Enhance ability to deliver and promote access Council meetings.

9. Strategic Planning (SP2)

Council conducted an externally-facilitated strategic planning session in late 2018, during which it identified five areas for strategic focus and associated supporting high level objectives. Progress on related activities was reported on monthly and reviewed annually.

Recommendation:

Council conduct a similar strategic planning session within 6 months of establishment / onboarding of Council. Opportunities to enhance the process include a broader environmental scan, cross-pollination with AEP and neighboring municipalities, and establishment / tracking of measures for success. Review strategic plan annually through a strategic retreat.

10. Council Correspondence (SP2,3)

Correspondence appropriate for Council's knowledge and attention is periodically received by Administration and/or the Chair.

Recommendation:

To enhance governance practices and stakeholder relations, a process should be established for the handling of such correspondence.

11. Ex-Officio Member (SP2,3)

In 2018, it was suggested that a Parks executive be added as an ex-officio member of KID Council as a means of enhancing information flow and aligning KID's and Parks' strategic policies and directions. Little to no progress has been made on this initiative.

Recommendation:

Council rescind Resolution 2018/07/10_10.

12. Delegation of Authority Matrix (SP2)

Due to resource constraints and more pressing priorities, by Resolution 2020/11/17_09, Council suspended activity on the development of a delegation of authority matrix for KID. This initiative originated from a consultant's recommendation (Joyce, Strategic Planning facilitator).

Recommendation:

Council rescind the resolution 2020/11/17_09.

13. Mandate Review with Province of Alberta (SP2)

Due to resource constraints and more pressing priorities, by Resolution 2020/11/17_09, Council suspended formal activities which were to i) understand and document intersection opportunities between KID and Alberta Environment and Parks; and ii) Confirm status of outstanding governance requests.

Recommendation:

Council seek to better understand the activities and goals underpinning this initiative, then determine what, whether, how, and who should pursue further.

14. Engagement of Residents and Ratepayers (SP3)

Stakeholder engagement (including the holding of KID AGMs) has been limited by Government of Alberta policies, capacity restraints and pandemic restrictions. Progress has been made on the creation of stakeholder lists, establishment of public participation policies, regular presentations to Council by RCMP and Parks, and enhanced relationships with the ADM and Regional Director. Due to resourcing constraints and more pressing priorities, via Resolution 2020/11/17_10, Council suspended i) the development and implementation of a stakeholder engagement plan; and ii) the exploration and implementation of participatory budgeting.

Recommendation:

KID Council continue to pursue opportunities for effective and appropriate stakeholder engagement, particularly with respect to budgeting and taxation. Council should also determine how best to receive input from members of the public gallery (e.g. written or oral, location within the meeting agenda).

15. Engagement with Alberta Environment and Parks and Government of Alberta (SP 1-5)
Council has sought out and made efforts to maintain respectful and productive relationships with senior Parks staff (e.g. Kananaskis Regional Director, ADM of Parks) and other government officials. These relationships are critical for the sharing of information and access to additional resources.

Recommendation:

Council continue to actively pursue these relationships and opportunities to share information. In particular, quarterly meetings with ADM should be continued and a stronger and clearer mandate for the KCICC/KID Working Group should be pursued.

16. Wildfire Management (SP4)

As the local forest ages and global warming continues to contribute to higher incidences of wildfires, KID must dedicate attention to ensuring it is proactively managing the risk of wildfires.

Recommendation:

Council prioritize:

- i) the reestablishment of an effectively working FireSmart Committee; and
- ii) active coordination with neighbouring jurisdictions and relevant provincial government to coordinate management planning and effort. Note: Wildfire management is under the jurisdiction of Alberta Agriculture and Forestry, while the urban – wildland interface is the jurisdiction of KID and Alberta Agriculture and Forestry.

17. Reports from Community Partners (SP2,3,4,5)

Council currently receives regular reports from Protective Services, Regional Inspector, Kananaskis West Area Manager, RCMP.

Recommendation:

Continue to request these reports in for the purpose of receiving timely and relevant information.

Better articulation of legislated authorities and services: such as roads throughout KID, weeds, etc. Provide information to KID Council as a recommendation.

18. Disaster and Emergency Response / Public Safety, Health and Welfare (SP2,4)

An opportunity exists to better define and understand KID's mandate and legislated responsibilities for disaster and emergency management/public safety and health and welfare (telecoms, vaccines, Public Safety response, etc.) and how these intersect with Parks' responsibilities.

Recommendation:

Council consider pursuing this through a new strategic objective.

19. Business License Order (SP1-4)

Opportunities exist to modernize the Business License Order to increase revenues, ensure greater compliance, and reduce barriers to access. By Resolution 2020/11/26_06, Council directed Administration to review the Business License Order and bring recommendations and a draft revised Order to Council in Q1 2021. In May 2021, Council amended the Order to clarify the definition of "resident business" while ensuring 'need to reside' elements of Kananaskis Country and KID policies were met. Council also directed Administration to return in July 2021 with proposed options for updates to the 2009 Business License fee structure and schedule. In July, Administration requested (and was granted via Resolution 2021/07/20_10) additional time to work through the analysis.

Recommendation:

Council continue to pursue improvements to the Business License Order that are right-sized to the KID (i.e. not requiring excessive administration), work in concert with AEP policies, and are mindful of unintended consequences (e.g., introducing changes that make KID less attractive to businesses).

20. Land Use Order (SP1-5)

An update to the Land Use Order is required to enhance compliance, to improve clarity and ease of use for both applicants and administrators, and to modernize it to reflect current standards and approaches. The funding and resources required to do the update have not been secured. Council feels that AEP should absorb a portion of the costs. Some funding may be available through grants (e.g. FRIAA). The corporate knowledge of the LUO is limited and at risk. By Resolution 2021/06/01_02, Council expressed its support for an updated Land Use Order and requested that Administration return with funding options as part of the KID 2022 draft budget.

Recommendation:

Council continue to actively pursue the LUO update, focusing primarily on securing funding and building redundancy in corporate knowledge of the LUO.

21. Data-influenced Decision Making (SP4)

A key strategic activity to support data-influenced decision making was/is to “identify data requirements, development and implement a plan to collect, report and monitor key data (e.g., visitor use, emergency service use, utilities).

Recommendation:

Council work with Administration to clearly identify expectations related to this activity then set out project outcomes and associated timelines in upcoming work plan.

22. Partnership Opportunities (SP4)

KID has an opportunity to further “seek out and formalize partnership opportunities to provide services and leverage KID resources”.

Recommendation:

Council retain and more actively pursue this strategy (e.g., extending future scope of assessor contract to include neighboring municipalities, thereby making it a more attractive contract).

23. Municipal Services (SP4,5)

More work can be done to clearly identify and communicate KID services as well as to establish levels of service and an associated monitoring framework.

Recommendation:

Council work with Administration to clearly identify expectations related to this activity then set out project outcomes and associated timelines in upcoming work plan.

24. Fire Protection Information Management System (SP1,2,4)

Throughout its term, Council has expressed on numerous occasions interest in better understanding the operations of and expenses related to fire protection within KID. Such information would support better financial management / budget and service level decisions. Progress has been made on this front through recently implemented regularly-scheduled updates from the Fire Chief.

For a number of years, the capital budget has included funding for the development and implementation of an information system to track data related to KID fire protection operations. The information system has not yet been delivered. Resolution 2020/12/08_06 directed Administration to return in Q1 2021 with and timelines for the Fire Protection Information Management System.

Recommendation:

Council continue to prioritize this initiative.

25. Water Meter Replacement (SP4)

Through Resolution 2020/12/08_05, Council directed Administration to return in Q1 2021 with a plan and timelines for replacing the water meters contained in the Capital Budget. The replacement has been on the books for years and is required to increase accuracy of water utility invoices. This resolution has not yet been fulfilled.

Recommendation:

Council prioritize this action and work with Administration to find the required resources, internal and/or external, to complete.

26. Breakdown of Users for KID Emergency Services (SP1,4,5)

Council has asked KID Protective Services to provide more detailed data on who is using KES services (e.g., KID residents, guests / customers of KID businesses, LKLCs cabin owners, generic users of the park, etc.). Such information can help with planning, budgeting, and potentially justifying requests for non-taxpayer financial / resource support). Protective Services is working on criteria to break down emergency response numbers to determine users of KES services.

Recommendation:

Council continue to pursue this information from Protective Services. Note: the planned IMT database for Fire and Protective Services may be able to capture this information.

27. Mutual Aid and Service Agreements (SP1,4,5)

KID recently signed a Fire Suppression and Rescue Services Agreement with the Town of Canmore and is in the process of finalizing a service agreement with EPCOR concerning the repair and maintenance of KID lift station assets. Such agreements reduce risk, optimize resources, and provide greater planning and budgeting certainty.

Recommendation:

Council support Administration in identifying, pursuing and formalizing mutual aid and service agreements with our neighbouring jurisdictions (e.g. Foothills MD, Redwood Meadows, Stoney Nakoda Nation, Diamond Valley, etc.)

28. Mass Public Transportation (SP1,5)

Council has formally expressed support for a rail line between Calgary and Banff. Some members of Council have also expressed informal interest in exploring whether / how mass transit could be utilized within the Highway 40 corridor to move both visitors and staff, possibly in collaboration with Parks and / or existing bussing services within the Bow Valley.

Recommendation:

Council formally explore mass public transportation within KID.

29. Telecommunications Project (SP1,4,5)

Via Resolution 2020/11/17_16, Council expressed interest in exploring how telecommunications could be enhanced within specific regions of KID and directed that a feasibility study be conducted to address:

- *Wireless coverage along the Highway 40 corridor between Highway 1 and Kananaskis Lakes Trail;*
- *Prioritizing and staging of new wireless infrastructure;*
- *Providing suggestions on partnerships, revenue potential, and alternative/emerging technologies;*
- *Capital costs.*

A Telecom Infrastructure Plan (plus an addendum responding to Council questions) was delivered to Council in July 2021.

Recommendation:

Council determine how best to proceed with the information received. Consideration might be made to setting up a sub-committee of Council to provide more focused resources on the project.

30. Indigenous Relations (SP3)

KID sits in the traditional territory of indigenous people and shares its municipal borders with multiple first nations.

Recommendation:

In the spirit of reconciliation, Council make additional efforts to understand and engage with our Indigenous neighbours on whose traditional territory we work and recreate. This could involve initiatives such as lands acknowledgements, cultural education, and exploration of joint economic opportunities.

31. Housing within KID (SP5)

Bow Valley Regional Housing has advised that it is planning to perform a regional housing assessment.

Recommendation:

Council seek to gain better understanding of the scope and purpose of the BVRH assessment, and in tandem, determine its own housing needs, particularly with respect to staff housing.

32. Visitor Adjusted Population Analysis (SP1,4,5)

Council has sought to illustrate how KID municipal services serve a population above and beyond the local population. This is an important indicator to illustrate how KID ratepayers are funding visitor based services.

Recommendation:

KID partner with Alberta Environment and Parks to illustrate the size and scale of Visitor Adjusted Population in order to illustrate the disparate nature of service delivery and funding.

Appendix A – Council Resolutions Still in Progress

Resolution topic and issue date	Resolution content	Council expected completion date	Likely completion date	Objectives / Current Actions
Ex-Officio (2018)	Council moves to support the proposed addition of an Ex-Officio Member to KID Council, as presented.	2019	2022	Integrate Parks Executive into decision-making model for KID Council to enhance information flow and help align decisions with strategic opportunities of Parks Division.
Water Meter Replacement (2020)	Council directs Administration to return in Q1 2021 with a plan and timelines for replacing the water meters contained in the Capital Budget.	July 2021	October 2021	Replace aging water meter readers to increase accuracy of water utility invoices
Information System Database – Fire Protection (2020)	Council directs Administration to return in Q1 2021 with a plan and timelines for the Fire Protection Information Management System contained in the Capital Budget.	ASAP	December 2021	Ensure Council is receiving data from protective services to make budgetary and service level decisions.
Lift Station Repairs (2021)	Council moves to accept the CAO Report, as presented, and directs Administration to come back to Council in September 2021 with funding options for the lift station repair and maintenance.	ASAP	September 2021 (Service agreement)	Determine how best to fund the +\$100K lift station repair which occurred in late 2020. Improve budget decision making (particularly capital) to ensure appropriate and adequate funding of future repairs and maintenance of lift stations.
Program Based Budgeting – Capital (2021)	In support of all strategic priorities, Council directs Administration to work with Budget and Audit Committee to revise the KID's capital budgeting process to enhance how the KID identifies, evaluates and costs out potential capital investments. The improvements should also include processes for identifying funding sources, determining stakeholder support, linking planning and budgeting activities, and handling mid-cycle opportunities for capital investment. The revised processes should be documented and used in preparation of the 2022 municipal budget	September 2021	November 2021	Improve budgeting process (particularly capital) to support better decision making of Council.
Reserve Policy for waste and sewer capital infrastructure (2021)	Council also directs Administration to come back to Council prior to the consideration of the draft 2022 budget with a draft reserve policy for waste and sewer capital infrastructure, reflecting full cost recovery	Prior to 2022 draft budget	November 2021	Improve budget decision making (particularly capital) to ensure appropriate and adequate funding of lift station repairs and maintenance-

Grant Management (2021)	In support of Strategic Priorities #1 (Financial Sustainability) and #2 (Effective Governance), Council directs Administration to create, maintain and report on a system which would allow the KID to enhance its ability to seek out, obtain and manage grant funding.	July 2021	December 2021	Increase access to alternative non-tax base funding.
KID Business License Order (2021)	Council directs Administration to review the KID Business License Order and bring recommendations and a draft revised Order back to Council in Q1 2021.	September 2021	March 2022	Strengthen the BL Order to better meet current needs of the municipality. Ensure greater compliance and access to business, while reducing barriers for applicants.
Land Use Order (2021)	Council moves to receive the information, as presented by Leah Schmidek (Development Officer), express their support for an updated Land Use Order, and request Administration return during the draft budget with funding options.	2022	2022 and beyond	Improvements to Land Use Order to enhance compliance, accessibility to users, and modernization. Reduce barriers to residents and businesses, while helping to ensure adequate enforcement.
Legacy Document (2021)	Council moves to direct Administration to finalise the draft Legacy Document as discussed in the September 18, 2021 Strategic Review session of Council, with a deadline of the Inaugural Council Meeting following the 2021 Municipal Election. Council also moves to direct Administration to post the final Legacy Document to the KID website.	October 2021	October 2021	Outline the key outcomes achieved during 2017-2021 Council term, describe ongoing initiatives, and provide recommendations for the 2021-2025 Council term.

Appendix B – Strategic Initiatives Still in Progress

Strategic Items in Progress	Council expected completion date	Likely completion date	Purpose
Performance Benchmarking	July 2021	November 2021	Ensure Council has adequate data against which to benchmark when making service-level decisions. Applicable to all municipal services provided by KID, either directly or through contracted services.
Grants (Alternate Revenues)	September 2021	November 2021 and ongoing	Seek funding for municipal service delivery and capital asset procurement through a variety of grants. Requires exploration and understanding of what grants exist, then application for grants when approved by Council.
Stakeholder Engagement	January 2021	May 2022	Enhance relationships and engagement opportunities with all stakeholders. Requires better understanding of who KID stakeholders are and the role of Council in engaging with these stakeholders.
Governance (Orders and Bylaws)	September 2021	June 2022	Improve, modernize, and align bylaws and KID Orders with KID mandates and authorities.
KID Municipal Reporting Service Levels and targets	September 2021	Phased approach to completion. Some services in November 2021, then others in April 2022 and September 2022.	Establish municipal service level reporting and targets. Targets are to be based on benchmarking, as per above.

Strategic Items (put on hold at the October 2020 Strategic Review)

Strategic Items	Description	Status
Confirm Compliance Requirements SP2.1	Complete a list of legislative requirements (statutory and non-statutory) for KID and confirm compliance (SP2.1)	Originally planned for completion in Q4 2019. Partly complete.
Conduct a mandate review for KID with Province of Alberta SP2.4	Conduct a review of KID mandate with Alberta Environment and Parks (SP2.4).	Originally planned for Q1 2020. In progress as part of the Agency Boards and Commissions with Strategy and Governance Division of AEP. Timeline unknown.