

Kananaskis Improvement District

Business Plan

2006 – 2010

Council Purpose and Accountability Statement

We will fulfill our municipal responsibilities, duties and functions as delegated by the Minister. We recognize our accountability to the Minister and the stakeholders of Kananaskis and we will perform our duties with the greatest consideration of the stakeholders needs.

We will be accessible and engage in effective two-way communications with our residents, ratepayers, the Province and other stakeholders to ensure sharing of information.

We will cooperate with the Province, and develop partnerships and other relationships necessary to operate with an integrated governmental approach.

We will conduct ourselves and address our responsibilities professionally, fairly and consistently; and ensure that our decisions are shaped by a reasonable and prudent approach.

We will share a commitment with the Province to the management intent and the policies governing land use and resources within the Improvement District.

1. *Introduction*

This living plan was created to assist administration and Council in the operation and governance of the Kananaskis Improvement District (KID), and is intended to be updated annually. Used as a guide and a focus document, it is recognized that situations and opportunities may present a shift in direction, but the integrity of this plan will remain intact.

This plan is the responsibility of Council. As such, Council will endorse this plan annually through means of a unanimous motion in favour of implementation. This is a public document once endorsed by the Kananaskis Improvement District Council.

The 2004 report of the Provincial Auditor General's Office conducted for KID was extremely favorable. Residents and ratepayers of this municipality can be assured all incoming and outgoing monies are accounted for properly and accurately. For ratepayers in particular, this plan will provide a better approach to projected revenues and expenditures required for the effective operation of KID.

2. Mission Statement

Kananaskis Improvement District will supply good local government to its residents and ratepayers in a fair and consistent manner. KID shares a commitment with the province to the management intent of Kananaskis Country and the policies governing utilization of public lands and resources within Kananaskis Country.

3. Goals and Objectives

Kananaskis Improvement District will be managed to:

1. Provide a strong voice for its residents and ratepayers, and advocate as appropriate.

Objectives:

- ◆ Council will select representation to any external body it deems appropriate.
- ◆ Each committee will regularly update Council and any further direction or action will be determined by Council.

2. Provide appropriate municipal services in a cost-effective manner.

Objectives:

- ◆ Council and administration will ensure sufficient revenues are realized and that all expenditures are necessary.
- ◆ Potential changes in revenues and expenditures will be identified in an annual budget and planned for accordingly.
- ◆ KID will not incur an operating deficit within the next five years.
- ◆ Council and administration will conduct value for money audits for each municipal service provided.
- ◆ New methods of becoming more self-sufficient and less reliant on tax revenue will be sought.
- ◆ Standards to which each municipal service is provided will be established.

3. Provide fairness and consistency in all undertakings.

4. Communicate regularly with its residents and ratepayers.

Objectives:

- ◆ A newsletter will be distributed quarterly to residents and ratepayers.
- ◆ Council will host at least one general public meeting annually.

4. Key Information

KID is an unincorporated municipality located southwest of Calgary, consisting of approximately 4,200 square kilometers. Over 99% of KID's land base is owned and administered by the Crown in the Right of Alberta.

KID has a large land base, sharing essentially identical physical boundaries as Kananaskis Country. The population of KID is 462 residents, as determined by the 2001 federal census.

KID is responsible to the Minister of Community Development (the Minister). The portfolio of services provided by KID is limited by Ministerial Order 53/96 to the following:

- ◆ Municipal Administration
- ◆ Disaster and Emergency Measures
- ◆ Fire Protection
- ◆ Ambulance
- ◆ Street Lighting
- ◆ Waste Management
- ◆ Waste Water Treatment and Disposal
- ◆ Water Supply and Distribution
- ◆ Weed Control
- ◆ Public Health and Welfare

Any modification to the portfolio would require approval from the Minister, due to its relative size and limited financial resources. KID will establish linkages, partnerships and other relationships, as appropriate, to deliver its portfolio of services.

KID Council was established in 1996 and exists to provide governance of KID. Council is accountable to residents and ratepayers, as well as the Minister. KID is managed under a unique local governance model, which recognizes its closely interconnected relationship with Alberta Community Development. In early 2004, Council completed its review on this governance model and presented its findings to the Minister in June 2004. The Minister has confirmed that the current governance model is to remain in place.

The Minister and the KID Council have established the Kananaskis Country Interdepartmental Consultative Committee/Kananaskis Improvement District Working Group to enhance communications between the KID and the Province.

In December 2005, the KID Council is embarking on developing a Strategic Plan, including a 5-year Capital Plan. Development of the plan will involve the residents, ratepayers, the Province and other stakeholders. The purpose of the plan is to provide a linkage between Provincial and local interests in terms of providing local services and infrastructure in the KID.

5. External Representation

KID is represented on the following external organizations:

- ◆ Kananaskis Country Interdepartmental Consultative Committee/Kananaskis Improvement District Working Group;
- ◆ Kananaskis Country Interdepartmental Consultative Committee, by the CAO;
- ◆ Bow Valley Community Health Council;
- ◆ Bow Valley Regional Social Housing Board;
- ◆ Highwood Business Development Corporation;
- ◆ Emergency Services Committee (ESC) (Municipal Emergency Preparedness Plan);
- ◆ Elbow River Watershed Partnership;
- ◆ Wildland/Urban Interface Committee;
- ◆ RCMP Community Advisory Committee (RCAC);
- ◆ KID Land Use Order – Subdivision and Development Authority; and
- ◆ Marigold Library Board

6. KID Council 2004 – 2007

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|-----------------------|---------------------------------------|
| ◆ Ms. Sandra Smyth | Representing Small Business |
| ◆ Mr. Craig Reid | Representing the Lower Lake Cabins |
| ◆ Ms. Linda McNeely | Representing Non-Commercial Residents |
| ◆ Mr. Darren Robinson | Representing Large Business |
| ◆ Ms. Joanne Taylor | Representing Albertans-at-Large, and |
| ◆ Mr. Rick Butler | Representing Albertans-at-Large |

7. Organization Chart

The organizational chart is attached as Appendix A. Between the KID Chief Administrative Officer level and the departmental level, there exists Alberta Community Development personnel who assist the CAO in the day to day activities of KID.

KID employees are hired and administered in accordance with Alberta Public Service policies. Essentially, KID employees are provincial government employees paid for by KID. Administration is the responsibility of the CAO and not that of the Council. KID Councillors receive remuneration for their time while conducting KID business, plus reimbursements for travel and out of pocket expenses.

8. Directives and Policies

KID employs the use of a *Councillors' Guidebook* to guide administration and Council in the consistent leadership of KID. Intensive work on the *Councillors' Guidebook* began in 1997. The *Councillors' Guidebook* will continue to be updated and expanded, as required. It is a separate document from this plan.

9. Capital Reserve Program

Kananaskis Improvement District has established and contributes to a comprehensive capital reserve program to replace, restore and update assets owned or operated by KID.

In 2005, the Province announced the Alberta Municipal Infrastructure Program and the New Deal for Cities and Communities – Gas Tax Program. Both programs are multi-year programs, however both programs are subject to annual reviews and availability of funding.

The Alberta Municipal Infrastructure Program identifies annual funding, in the amount of \$100,000. Funding is for capital expenditures on core municipal infrastructure projects and after fulfilling core infrastructure needs other infrastructure, such as environmental energy improvements, solid waste management facilities, municipal buildings or recreational facilities. Funding received under this program will be transferred to the Capital Reserve Program for spending in the next fiscal year.

The New Deal for Cities and Communities – Gas Tax Program identifies annual funding, in the amount of \$9,533 for 2005 and 2006, \$12,717 in 2007, \$15,900 in 2008 and \$31,800 in 2009. Amounts indicated in 2008 and 2009 are subject to adjustment by the Province. Funding is for capital expenditures on Environmentally Sustainable Infrastructure projects. Funding received under this program will be transferred to the Capital Reserve Program for spending in the next fiscal year.

Separate financial reports and tracking will be completed for the capital reserve program, and each infrastructure grant program.

10. Operating Reserve Program

Kananaskis Improvement District has established and contributes to a operating reserve program. The fund is to provide a pool of funds that could be used to stabilize the level of property and business tax increases over future years. The fund will offer increased flexibility in the Operating Budget relating to surplus and deficit scenarios in addition to providing for one-time operating expenses.

11. Budget Considerations

The 2006 – 2010 Operating Budget and 5-Year Plan is attached as Appendix B. The following are the overriding concerns for budgeting in the next five years:

- ◆ Minimize the increase in municipal taxes for the next five years, including evaluating tax rates and other financial indicators in comparison to other communities.
- ◆ The need to increase and maintain the capital reserve funds.
- ◆ The urgent need to increase and maintain the operating contingency.
- ◆ The urgent need to increase and maintain the operating reserve fund.

- ◆ Assumption of slow/zero growth in assessment values.
- ◆ Consideration of declining assessment values due to facility closures, provincial decisions regarding taxation in Provincial Parks and Recreation Areas, and Municipal Government Board decisions.

In the budget targets for 2006 to 2010 we have:

- ◆ Maintained an ongoing commitment to a capital reserve.
- ◆ Kept the municipal taxes to an annual increase at 5% or less for the next five years.
- ◆ Budgeted modest increases for purchases and salaries.
- ◆ Maintained the Solid Waste Management program at a cost recovery level, with a modest commitment to replacing capital assets associated with the program.
- ◆ Maintained the Business Licence fee as a revenue stream.
- ◆ Maintained the Development Permit fee as a revenue stream.
- ◆ Identified a spending commitment towards bringing the Fire Protection program to NFPA Standards.

12. *Distribution List*

- ◆ Minister of Community Development
- ◆ Minister of Municipal Affairs
- ◆ MLA – Banff/Cochrane
- ◆ KID Council
- ◆ KID Administration
- ◆ Alberta Community Development
 - Parks and Protected Areas

APPROVED November 1, 2005