



**KANANASKIS
IMPROVEMENT
DISTRICT**

BUSINESS & STRATEGIC PLAN 2013 – 2017



**WORKING TOGETHER TO SUSTAIN
KANANASKIS AS A DESTINATION THAT
PROVIDES OPPORTUNITIES FOR A
DIVERSE QUALITY OF LIFE**

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Cover Photo courtesy Alberta Government - Tourism, Parks and Recreation – Kananaskis Country Region

Council Purpose and Accountability Statement

KID Council's primary purpose is to provide effective local government and municipal services to the residents of Kananaskis Country. Our secondary purpose is to work with and provide input to the Province with respect to land use and resources within the Improvement District.

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 Country and we will perform our duties with the greatest consideration of stakeholders needs.

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

We will collaborate with the Province, and develop partnerships and other relationships necessary to operate with an integrated governmental approach. We will conduct ourselves ethically, 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 Business and Strategic Plan is a living document created to assist Council and Administration in the governance and operation 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. This is a public document once it is endorsed by the Council of the Kananaskis Improvement District.

2. Mission Statement

KID, in collaboration with its partners provides effective and efficient local government and municipal services.

3. Vision Statement

Working together to sustain Kananaskis Country as a destination that provides opportunities for a diverse quality of life, as well as ensuring Albertans and visitors can engage in a variety of natural outdoor experiences.

4. Core Values

Accountability – We are responsible for our actions and for the effective governance of our community.

Integrity – We behave ethically and are open, honest and fair.

Respect – We foster an environment in which each individual is valued and heard.

Excellence – We strive for excellence through innovation and continuous improvement in the provision of programs and services.

Collaboration – We seek opportunities to lead, share knowledge and resources, and find financial efficiencies to continually improve our community.

5. Guiding Principles

5.1 Effective Community Service

- Council will be an advocate for residents, ratepayers and visitors within its mandate of Business Management Services as outlined in Section 7;
- Council will communicate effectively, transparently and collaboratively with its residents, ratepayers, visitors and stakeholders.

5.2 Prudent Financial Management

- KID will deliver municipal services in an efficient and cost effective manner;
- KID will research, develop and participate in partnerships and programs that will benefit and assist our community;
- Council expects to be a collaborative party to financial decisions made by the Government of Alberta that impacts the KID;
- The Business and Strategic Plan will guide the budget process in the context of current economic circumstances, assessment values and new development.

5.3 Stewardship of Human Resources

- Council will support relevant professional training and development of Council members and staff;
- Council will monitor and provide ongoing feedback to the Chief Administrative Officer (CAO).

5.4 Strong Leadership

- Council and the CAO will demonstrate commitment to their values, mission and vision;
- Council respects the diversity and opinions of others.

5.5 Environmental Sustainability

- Council will demonstrate environmental stewardship in the development and management of infrastructure and program delivery.

6. Strategic Priorities

6.1 Enhancement of an ongoing and productive partnership with the Province

- Council will operate efficiently, while working within our mandate;
- Maintain and lead the KCICC/KID Working Group;
- Communicate with and keep the Minister and local Member of Legislative Assembly, informed;
- Share information with Partners.

Outcomes

- An annual business meeting with the Minister;
- A clear understanding of decision making processes;
- A clear understanding of Provincial expectations.

6.2 Sustain and Enhance our Quality of Life

- Pursue initiation of upgrades to the Kananaskis Emergency Services Centre;
- Continuation of Alberta Health Services Ground Ambulance Service from the Kananaskis Emergency Services Centre;
- Pursue sustainable funding opportunities and Government of Alberta partnerships for continuation of FireSmart initiatives;
- Maintain solid waste management strategies;
- Expand recycling systems and initiatives;
- Identify opportunities for utilization of existing / future potable water supply and wastewater treatment for use by ratepayers of the Lower Kananaskis Lakes Subdivision;
- Examine and promote energy and water conservation systems and initiatives;
- Maintain and modernize Emergency Services Equipment;
- Recruit an individual to coordinate and assist in the promotion of community events;
- Foster a business climate that encourages and supports tourism and outdoor recreation opportunities.

Outcomes

- Increased environmental responsibility and sustainability;
- Infrastructure upgrades;
- Innovative projects and increased communication with Partners and stakeholders;
- Ensure continuation and completion of FireSmart initiatives;

- Decrease and divert garbage from landfill through recycling initiatives;
- Availability of potable water supply and wastewater treatment opportunities;
- Ongoing monitoring and strategic implementation of consumption-based system for water and wastewater usage;
- Increase in community events, involvement and support;
- Enhanced long term tourism, investment and economic growth;

7. Business Management

The 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 KID is supported by a total of 474 tax parcels, with visitation to Kananaskis Country estimated to be over 3 million visitors per year. KID is responsible to the Minister of Tourism, Parks and Recreation (the Minister). The portfolio of municipal services provided by KID as mandated through Ministerial Order 53/96 is as follows:

- 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 municipal services.

KID Council was established in 1996 and exists to provide governance of KID. KID is managed under a unique local governance model, which recognizes its closely interconnected relationship with Alberta Tourism, Parks and Recreation.

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

8. Committee / Board Representation

- Assessment Review Board;
- Bow River Basin Watershed Management Committee;
- Bow Valley Regional Social Housing Board (BVRH);
- Community Advisory Committee (CAC);
- Community FireSmart Committee;
- Community Futures – Highwood;
- Highwood / Sheep River Watershed Management Committee;
- Kananaskis Country Interdepartmental Consultative Committee (KCICC);
- Kananaskis Country Interdepartmental Consultative Committee (KCICC) / Kananaskis Improvement District (KID) Working Group;
- Kananaskis Improvement District Land Use Order – Subdivision and Development Authority;
- Marigold Library Board.

9. KID Council 2010 - 2013

- Mr. Dan DeSantis Representing Large Business
- Mr. J. Bruce Lukey Representing Non-Commercial Residents and Ratepayers
- Ms. Susan Billington, QC Representing Albertans-at-Large (appointed June 7th, 2012)
- Mr. Jamie Tiessen Representing Albertans-at-Large
- Mr. Arnold Hoffman Representing the Lower Kananaskis Lake Cabin Subdivision
- Vacant Representing Small Business

10. Directives and Policies

KID employs the “*Councillors’ Guidebook*” to guide administration and Council in the consistent leadership of KID. The “*Councillors’ Guidebook*” was developed in 1997 and will be updated and expanded as circumstances dictate. It is a separate document from this plan.

11. Capital Reserve Program

KID 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 and the Government of Canada announced the New Deal for Cities and Communities – Gas Tax Program (NDCC), now referred to as the Federal Gas Tax Fund (FGTF) which has been extended to 2014. This program is a multi year program; however the program is subject to annual reviews and availability of funding. Funding received under this program will be transferred to Municipal Infrastructure Capital Reserve Programs for spending in the next or future fiscal years.

In 2007, the Province announced the Municipal Sustainability Initiative. This initiative represents the Province's commitment to work in partnership with municipalities to manage growth pressure; to enhance and support increased inter-municipal cooperation; and to provide municipalities with sustainable funding. This program is also a multi year program. Capital funding received under this program will be transferred to the Municipal Sustainability Capital Reserve Program for spending in the next or future fiscal years.

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

12. Operating Reserve Program

KID has established and contributes to a comprehensive Operating Reserve Program. Some of the suggested purposes of this program are that it could act as a mill rate stabilization fund or used to offset revenue reductions due to unforeseen circumstances or Assessment Review Board decisions.

In 2007, the Province announced the Municipal Sustainability Initiative. This initiative represents the Province's commitment to work in partnership with municipalities to manage growth pressures; to enhance and support increased inter-municipal cooperation; and to provide municipalities with sustainable funding. This program is also a multi-year program. Operating funding received under this program will be used for expenditures associated with planning activities, administration, recreation and other services, as well as assistance to non-profit organizations in the year it is received.

13. Budget Considerations

As outlined in Appendix B, the following are the primary considerations for budgeting in the next five years:

- Minimize the increase in municipal taxes;
- Cost recovery of municipal services;
- Maintain the capital reserve fund;
- Maintain the operating reserve fund;
- Maintain the operating contingency.

In the budget targets for 2013 to 2017 we have:

- Targeted municipal taxes at an annual increase of 5% or less for the 2013 – 2017 budget cycle;
- Budgeted responsibly for purchases and salaries;
- Budgeted for necessary analysis, to accomplish strategic priorities;
- Maintained an ongoing commitment to transfer surplus funds to a Capital Grant reserve fund or Operating reserve fund or Operating Contingency fund for use in next or future years;

- Budgeted MSI – Operating Grant Funds to fund eligible Operating programs;
- Budgeted FGTF or MSI – Capital Grant Funds to fund eligible Capital programs;
- Budgeted Capital Reserve Funds to fund Capital projects that do not qualify as FGTF or MSI Capital projects;
- Maintained the Solid Waste Management Program at a cost recovery level, with a modest commitment to replacing capital assets associated with the program, while continuing our Recycling Management Program at its current level;
- Maintained and partnered with local stakeholders on water conservation systems and initiatives;
- Maintained Business Licence and Development Permit fees;
- Continued to identify a spending commitment towards bringing the Fire Protection program to NFPA Standards;
- Continued to make the KID a FireSmart Community.

14. Organization

The organization chart is attached as Appendix A. Alberta Tourism, Parks and Recreation personnel 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 direct responsibility of the CAO and not that of Council.

KID Councillors receive remuneration for their time while conducting KID business, plus reimbursements for travel and out-of-pocket expenses. Alberta-at-Large Citizen Representatives are appointed by, and responsible to, the Minister and are reimbursed by the Ministry.

15. Distribution List

- Minister of Tourism, Parks and Recreation
- Deputy Minister of Tourism, Parks and Recreation
- Minister of Municipal Affairs
- MLA – Banff/Cochrane
- KID Council
- KID Administration
- Alberta Tourism, Parks and Recreation – Parks Division – Kananaskis Region
- Alberta Justice & Attorney General
- Alberta Finance & Enterprise
- Alberta Sustainable Resource Development

APPENDIX A

2010 – 2013 K.I.D. Council
 Dan DeSantis – Chair
 Bruce Lukey – Vice Chair
 Arnold Hoffman
 Jamie Tiessen
 Susan Billington

➔ Chief Administrative Officer
 Shawn Polley
 Director – Emergency Management

❖ Manager – Administrative Services
 Tammi Pretty
 Mia Kruger – (wage)

➔ Infrastructure Manager
 Acting Manager
 AJ Evenson

➔ Emergency Services
 Team Lead
 Craig Halifax

➔ Development Officer
 Leah Schmidek

➔ Program Support
 Weed / Water / Signage
 Rich Johnston

Tourism, Parks and Recreation
 Emergency Communications Officers

- ➔ Duncan McQuiston
- ➔ Becky Webb
- ➔ David Gilhen
- ➔ Wage Dispatch Program (6)

Alberta Health Services
 AMBULANCE

KID Municipal Fire Protection Group

- ❖ Standard, Safety and Compliance Officer
 Martin Corriveau
- ❖ Standard, Safety and Compliance Officer
 Brent Lesiuk
- ❖ Standard, Safety and Compliance Officer
 Doug Noseworthy
- ❖ Standard, Safety and Compliance Officer
 Gary Robertson
- ❖ Standard, Safety and Compliance Officer
 Huw Jeffries (wage)
- ❖ Call-Out Firefighter Program
 (15 Approx)

❖ Denotes K.I.D. Employee

➔ Denotes TPR Employee

Updated October 15, 2012

KANANASKIS IMPROVEMENT DISTRICT

Appendix "B"

2013 - 2017 Operating Budget and 5-Year Plan

	2011 Actuals	2012 Budget Target	2013 Budget Target	2014 Budget Target	2015 Budget Target	2016 Budget Target	2017 Budget Target
Revenues							
Municipal Property Tax	1,014,248.00	1,049,400.00	1,086,100.00	1,124,100.00	1,163,500.00	1,204,300.00	1,240,400.00
School Foundation Program *	589,671.00	652,600.00	650,000.00	699,100.00	723,600.00	748,900.00	771,500.00
Senior Citizen Lodge Requisition *	26,814.00	27,500.00	28,900.00	30,400.00	31,900.00	33,500.00	34,500.00
Goods & Services	156,537.00	130,000.00	117,650.00	123,200.00	94,800.00	98,500.00	102,000.00
Utilities	494,010.00	570,725.00	590,700.00	611,400.00	632,800.00	655,000.00	673,000.00
Conditional Grants and Donations	166,022.00	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00
Unconditional Grants & Donations		1,300.00	1,300.00	1,300.00	1,300.00	1,500.00	1,500.00
Interest	19,904.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Tax Recovery							-
Well Drilling	14,590.00						-
Penalties and Costs on Taxes		500.00	500.00	500.00	500.00	500.00	500.00
Earned Capital Contribution	112,215.00						-
Total Revenue	2,594,011.00	2,479,525.00	2,522,650.00	2,637,500.00	2,695,900.00	2,789,700.00	2,870,900.00
Expenses							
Tax Write-off	1,540.00						
Council	22,122.00	21,600.00	22,500.00	23,600.00	24,500.00	25,400.00	26,000.00
Administration	186,437.00	209,525.00	216,000.00	232,800.00	257,200.00	267,500.00	275,000.00
Fire Protection	705,577.00	707,000.00	723,750.00	792,700.00	824,400.00	857,400.00	880,000.00
Goods & Services	11,521.00	30,000.00	31,200.00	32,000.00	33,300.00	34,100.00	35,100.00
Interest on long term debt	5,727.00						
Roads	95,446.00	120,000.00	120,500.00	125,000.00	130,000.00	137,000.00	140,800.00
Water Supply	62,751.00	32,000.00	34,600.00	35,000.00	23,000.00	23,500.00	24,000.00
Sewer Supply	15,685.00	35,200.00	36,500.00	37,500.00	37,000.00	38,000.00	39,000.00
Garbage	278,925.00	360,000.00	383,000.00	385,600.00	399,100.00	413,000.00	425,500.00
Recycling	29,332.00						
Weed Program	19,478.00	31,600.00	31,600.00	33,200.00	34,500.00	35,900.00	37,000.00
Senior Citizen Lodge Requisition *	26,957.00	27,500.00	28,900.00	30,400.00	31,900.00	33,500.00	34,500.00
School Foundation Program *	589,671.00	652,600.00	650,000.00	699,100.00	723,600.00	748,900.00	771,500.00
Grant Expense	166,022.00						
Amortization Expense	124,213.00						-
Total Expenses	2,341,404.00	2,227,025.00	2,278,550.00	2,426,900.00	2,518,500.00	2,614,200.00	2,688,400.00
Operating Surplus subtotal	252,607.00	252,500.00	244,100.00	210,600.00	177,400.00	175,500.00	182,500.00
Transfer to Capital Programs	103,581.00	101,500.00	120,000.00	182,400.00	149,200.00	143,000.00	149,000.00
Transfer to Operating Programs	57,331.00	101,000.00	89,100.00	14,200.00	14,200.00	22,000.00	23,500.00
Transfer to Projects	90,000.00	50,000.00	35,000.00	14,000.00	14,000.00	10,500.00	10,000.00
Total Transfers	250,912.00	252,500.00	244,100.00	210,600.00	177,400.00	175,500.00	182,500.00
Operating Surplus	1,695.00	0.00	0.00	0.00	0.00	0.00	0.00

***Note:**

- 1. School Requisition is an estimate ONLY. To be confirmed by Alberta Learning each year.**
- 2. Seniors Housing Requisition is an estimate ONLY. To be confirmed by Bow Valley Housing each year.**

2013 - 2017 Capital Budget and 5-Year Plan

	2011 Actuals	2012 Budget Target	2013 Budget Target	2014 Budget Target	2015 Budget Target	2016 Budget Target	2017 Budget Target
Revenues							
Conditional Donations							
Transfer from Operating	103,581.00	101,500.00	120,000.00	182,400.00	149,200.00	143,000.00	149,000.00
Transfer from Capital Reserve	23,210.00	88,426.00	55,000.00				
Transfer from Capital Reserve - AMIP	69,221.00						
Transfer from Capital Reserve - FGTF	23,350.00		185,000.00	125,000.00			
Transfer from Capital Reserve - AMSI			750,000.00				
Transfer from Projects		30,000.00					
Conditional Grants							
Total Revenue	219,362.00	219,926.00	1,110,000.00	307,400.00	149,200.00	143,000.00	
Expenses							
Combination Aerial/Pumper Apparatus	88,424.00	88,426.00					
Water and Sewer Upgrades	4,008.00						
Combination Pumper/Rescue Truck			750,000.00				
Waste Recycling Program	23,350.00						
Replace LKLCS Kiosk			5,000.00				
KESC Detailed Design Drawings			50,000.00				
Street Lighting Replacement			50,000.00				
Acoustic Detection Equipment		30,000.00					
Water Meter Replacement			35,000.00				
Curbstop and Water Valve Replacement			100,000.00				
Golf Course lift station upgrade				125,000.00			
Total Expenses	115,782.00	118,426.00	990,000.00	125,000.00	-	0.00	
Capital Surplus/Transfer to Reserve	103,580.00	101,500.00	120,000.00	182,400.00	149,200.00	143,000.00	0.00
Excess of Revenue over Expense	1,695.00	-	-	-	-	0.00	0.00
Transfer to Capital Reserve	103,580.00	101,500.00	120,000.00	182,400.00	149,200.00	143,000.00	149,000.00
Transfer to Deferred Capital Reserve - AMIP							
Transfer to Deferred Capital Reserve - FGTF							
Transfer to Deferred Capital Reserve - AMSI							
Transfer to Operating Reserve	57,331.00	71,000.00	60,000.00	14,200.00	14,200.00	12,000.00	13,500.00
Transfer to Operating Contingency		30,000.00	29,100.00			10,000.00	10,000.00
Transfer to Projects / Initiatives	90,000.00	50,000.00	35,000.00	14,000.00	14,000.00	10,500.00	10,000.00
Year End Balance	1,695.00	-	-	-	-	-	-

NOTE: Refer to 2013 - 2017 Capital Reserve 5-Year Plan

2013 - 2017 Capital Reserve 5 Year Plan

KID FUNDED	2011	2012	2013	2014	2015	2016	2016	Future
Beginning Amount	Actual	Target	Target	Target	Target	Target	Target	Projected
	\$305,952	\$409,533	\$511,033	\$638,433	\$787,633	\$930,633	\$1,079,633	\$930,633
1 E9-1-1 Signage								\$15,000
2 Communications Upgrade								\$60,000
3 Natural Gas Feasibility Study								
4 Cabin Subdivision Sewer/Water Study								
5 Fire Protection - Rescue Equipment								
6 Fire Protection - Vehicle Buyout								
7 Quad Upgrade								
8 Emergency Centre Upgrades								\$325,000
9 Street Light and Lift Station Power Supply								
10 Combination Pumper/Rescue Truck (AMSI)			\$750,000					
11 Waste Recycling Program (FGTF)	\$ 23,350							\$400,000
12 Network Server/Software Update								\$50,000
13 KESC Detailed Design Drawings			\$50,000					
14 LKLCS Kiosk Replacement			\$5,000					
15 Street Lighting Replacement (NDCC/FGTG)			\$50,000					
16 Acoustic Detection Equipment		\$30,000						
17 Water Meter Replacement			\$35,000					
18 Curbstop and Water Valve Replacement (FGTF)			\$100,000					
19 Golf Course lift station upgrade (FGTF)				\$125,000				
Total Expenditures	\$23,350	\$30,000	\$990,000	\$125,000	\$-			\$850,000
Transfer from Capital Reserve	\$(23,210)	\$(88,426)	\$(55,000)					
Transfer from Grant Reserves	\$(92,571)		\$(935,000)	\$(125,000)				
Transfer from Projects	\$-	\$(30,000)						
Transfers to Reserve	\$103,581	\$101,500	\$182,400	\$149,200	\$143,000	\$149,000		
**Capital Reserve Total	\$409,533	\$511,033	\$638,433	\$787,633	\$930,633	\$1,079,633	\$1,079,633	
Deferred Capital Reserve Total - AMIP	\$-							
Deferred Capital Reserve Total - FGTF	\$50,476							
Deferred Capital Reserve Total - AMSI	\$559,836							
Deferred Capital Reserve Total - NDCC	\$22,743							

****Goal is to achieve \$200,000 and maintain a minimum of \$125,000****

1. Numbers shown in bold italics are actual expenditures.
2. Other numbers shown are estimates only and are used for budget forecasts only.
3. Capital Item #1. - Requirements will be assessed during the previous budget year with a determination of requirements being made.