

KANANASKIS IMPROVEMENT DISTRICT

BUSINESS & STRATEGIC PLAN 2008 - 2012



*BUILDING A STRONG COMMUNITY
THAT SHARES ALBERTA'S JEWEL*

IN PERFECT BALANCE

Table of Contents

Council Purpose and Accountability Statement

1. Introduction
2. Mission Statement
3. Vision Statement
4. Core Values
5. Our Guiding Principles for Building a Strong Community
 - 5.1 Effective Community Service
 - 5.2 Prudent Financial Management
 - 5.3 Stewardship of Human Resources
 - 5.4 Strong Leadership
 - 5.5 Environmental Sustainability
 - 5.6 Community Building
 - Community Safety
 - Economic Development
 - Recreational Development
 - Community & Social Development
 - 5.7 Management of Physical Resources
6. Councils Strategic Priorities
7. Business Management
8. External Councils and Committees
9. KID Council 2008 - 2010
10. Directives and Policies
11. Capital Reserve Program
12. Operating Reserve Program
13. Budget Considerations
14. Organization Chart
15. Distribution List

Cover Photo courtesy Duncan McQuiston

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 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 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 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 endorsed by the Council of the Kananaskis Improvement District.

2. Mission Statement

KID, in collaboration with its service partners, will provide **effective local government and municipal services** to its residents and ratepayers in a fair and efficient manner.

KID shares a commitment with the Province regarding the management of Kananaskis Country and works with and provides input **to the Province with respect to the policies governing utilization of public lands and resources** within Kananaskis Country.

3. Vision Statement

***BUILDING A STRONG COMMUNITY THAT SHARES ALBERTA'S JEWEL
IN PERFECT BALANCE***

4. Core Values

Accountability - We are open, transparent and accountable for the decisions we make. We are accountable to the people in our community and for the values that Kananaskis stands for.

Integrity – We are honest, trustworthy and upfront with the people in our community and with each other.

Fiscal Responsibility – We take responsibility for the financial health of the Kananaskis Improvement District.

Progressive – We are forward-looking and proactive.

Open-mindedness – We keep an open mind, are consultative in our decision-making process, and value the freedom of expression.

Knowledge – We are knowledgeable about the realm of our responsibility and the impacts our decisions make. We have knowledge of residents and visitors' needs and thus can add value to the decision making process as it affects residents and visitors.

Respect – We will treat others, as we expect to be treated. We listen.

Loyalty – We have the best interest of the people at heart and respect their needs in the process.

5. Our Guiding Principles for Building a Strong Community

5.1 Effective Community Service

- Council will be an advocate for residents and visitors with respect to its mandate to deliver municipal services and its advisory role with the Province regarding land use;
- KID will provide appropriate and adequate services for its residents and visitors;
- KID will review services to ensure these services are meeting identified needs;
- Council will ensure there is transparency in all communication to its residents and visitors.
- Council will strive to be a party to any and all decisions made by the Government of Alberta that impacts KID and will strive to be consulted on Provincial decisions that affect the residents of Kananaskis Country;

Prudent Financial Management

- KID will provide appropriate municipal services in a cost effective manner;
- Council will strive for a greater understanding of the budget and audit process;
- Council and the CAO will ensure sufficient revenues are realized and that all expenditures are necessary;
- KID will seek additional sources of income to assist with operating and future capital costs;
- Council will strive to be party to any and all financial decisions made by the Government of Alberta that impacts the finances of KID;
- The Business and Strategic Plan will guide the budget process;
- Financial reports will be provided in a timely and appropriate manner.

5.3 Stewardship of Human Resources

- Council will provide clarity of roles and responsibilities for council, CAO, and staff;
- Council will regularly review staffing requirements to ensure efficiency;

- Council will provide input in an annual performance planning system for the services provided by the Chief Administrative Officer;
- Council will support ongoing professional training and development of its staff and Council members
- Council will ensure there is an ongoing review of transparency and accountability;
- Council will be proactive in its succession planning process.
- Council will venture to be party to any and all decisions made by the Government of Alberta that impacts KID.

5.4 Strong Leadership

- Council will provide a strong voice for its residents and ratepayers
- Council will deliver its mandated municipal services and participate in its advisory role with the Province regarding land use;
- Council and the CAO will operate in their respective roles with clarity, cooperation, and collaboration;
- Council and the CAO will ensure that the values, mission and vision are internalized and clearly understood;
- The strategic planning process will guide the business plan which will guide the budget process;
- Council will strive for consensus in its decision making process;
- Council will strive to be party to any and all decisions made by the Government of Alberta that impacts KID

5.5 Environmental Sustainability

- Council will participate in an Integrated Community Sustainability Plan that will promote and foster the triple bottom line of environmental, economic and social/community sustainability;
- KID will provide recycling services, water and wastewater services, weed control services, and strive to address dark sky initiatives and idle free zone climate change initiatives;
- Council will strive to be party to any and all decisions made by the Government of Alberta that impacts KID from a triple bottom line perspective of environmental, economic and social/community sustainability

5.6 Community Building

Community Safety

- Council will ensure proactive planning is in place for residents and ratepayers in building a safe community:
 - Continue Disaster, Fire and Emergency Planning initiatives.

- Continue Ambulance and Emergency services.
- Clarify roles with respect to roads and roadway lighting.
- Continue to support bringing a doctor to our community and providing walk in emergency first aid services at the Kananaskis Emergency Services Centre in accordance with the KID's Annual Safety Plan, Certificate of Recognition and the Occupational Health and Safety Act

Economic Development

- Council will work with and support the local business community to help develop the local economy and the community;
- Council will provide a strong voice for its residents and ratepayers and advocate with respect to its mandate to deliver municipal services and its advisory role with the Province regarding land use;

Recreational Development

- Council will work with not for profit groups and volunteers to enhance recreational opportunities for the community;
- Council will work with the Province to plan, develop and operate recreation facilities and services for the community.
- KID will continue to provide library services to the community through its contract with the Marigold Library Services

Community & Social Development

- KID will foster relationships with other local municipal authorities in neighboring communities
- KID will work with various agencies to promote community and social development (eg. FCSS, CHR, AADAC, Banff Life)

5.7 Management of Physical Resources

- KID will provide environmental leadership in the development and management of its physical resources;
- KID will ensure there is an on-going inventory and good stewardship of the physical resources within its mandate;
- Council will ensure there are appropriate policies in place with respect to ownership and effective management of resources

6. COUNCIL'S STRATEGIC PRIORITIES

Priority #1 ---- Develop Productive Partnership with the Province

Council's top priority for its current term will be to establish a 'win-win' partnership with the Province with respect to KID's purpose of providing municipal services to the residents and ratepayers of the Improvement District and work with and provide input to the Province with respect to land use and resources.

Productive partnerships will create the following **successes**:

- The Province, and in particular Alberta Tourism, Parks, Recreation and Culture (ATPRC), would be seen as a positive and supportive service in the community.
- The KID Council would be seen as an important voice of residents and visitors to Kananaskis.
- Decisions made and services delivered by the Province and KID would be better understood by and more effective for residents and visitors.
- The Vision of "Building a Strong Community that Shares Alberta's Jewel" would be more easily achieved.

The Improvement District will work with and provide input to the Province with respect to land use and resources within the Improvement District. To do this, the Council will seek a mandate from the Minister of Tourism, Parks, Recreation and Culture to review existing relationships between KID and the Province with respect to consultative processes, reporting relationships and decision-making. The purpose of the review will be:

- To continue to build and enhance the relationship between the Council Chair and the ATPRC Director of Kananaskis Country.
- To reaffirm meetings occur 2 times per year with the Minister of ATPRC and that the Minister of ATPRC is kept informed and invited to all meetings.
- To establish a working relationship with the Deputy Minister of ATPRC to find alternative solutions for funding ambulance and emergency services.
- To provide role clarity of the CAO and partnering service delivery agencies (ministries).
- To enhance communications between the Council Chair and the CAO.
- To identify roles and responsibilities of government staff in its interaction with KID.
- To provide validation and clarity of the roles of Council
- To ensure strong and direct KID input to KCICC with respect to land use and resource management, and
- With respect to KID's mandate to deliver municipal services and its advisory role with the Province regarding land use, Council will ensure a strong advisory role with the Minister of ATPRC – to ensure all processes are working effectively and decisions that affect Kananaskis Country are made with the best possible information.
- To continue to monitor programs effectively and efficiently.

Priority #2 ---- Build the community of Kananaskis

Council's other top priority is to ensure KID is at least "on par" with other municipalities in the Province with respect to municipal and community services. In doing so, Council recognizes that adjacent communities will act as the service centres for Kananaskis Country.

Success here would mean strengthened and healthier community linkages to better protect and enjoy the jewel that is Kananaskis.

Council will explore the following initiatives to provide comparable services to those of other municipalities:

- Development of a vision and role of KID regarding the development of community linkages with adjacent communities and the provision of associated community services
- Consider with the Province, KID's development, takeover of ownership and operations of the skating rink and other recreation facilities and services
- Consider a funding partnership with the Province regarding Family and Community and Support Services
- Review the KID small donations program to not for profit and volunteer organizations
- Continue FireSmart Initiatives
- Consider with Calgary Health Region as appropriate and otherwise review Pandemic and other Disaster Planning and the KID's Annual Safety Plan
- Develop a funding arrangement with the Province for the sustained provision of ambulance services in KID.
- Review "provincial contributed services" or "services in kind" to determine its relationship to KID's relatively high taxes and user fees compared to other Improvement District's

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 population of the KID is 429 residents, as determined by the 2006 federal census.

KID is responsible to the Minister of Tourism, Parks, Recreation and Culture (the Minister). The portfolio of 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 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.

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. External Representation

The KID is represented on the following external organizations:

- Kananaskis Country Interdepartmental Consultative Committee (KCICC) by the CAO;
- Bow Valley Regional Social Housing Board (BVRH);
- Highwood Business Development Corporation (HBDC);
- Community Advisory Committee (CAC);
- KID Land Use Order – Subdivision and Development Authority;
- Marigold Library Board;
- Elbow River Watershed Management Partnership;
- Foothills Regional Emergency Services Commission.

9. KID Council 2008 - 2010

- Mr. Craig Reid Representing the Lower Kananaskis Lake Cabin Subdivision
- Vacant Representing Small Business
- Vacant Representing Non-Commercial Residents and Ratepayers
- Mr. Dan DeSantis Representing Large Business
- Mr. Kenneth Kelly Representing Albertans-at-Large
- Ms. Jamie Tiessen Representing Albertans-at-Large

10. Directives and Policies

KID employs the use of a *Councillors' Guidebook* to guide administration and Council in the consistent leadership of KID. Work on the *Councillors' Guidebook* began in 1997 and will continue to be updated and expanded. It is a separate document from this plan. These directives and policies should be considered 'under review' given the Council's Strategic Priority #1 – to create a more productive partnership with the province.

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 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.

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.

The Alberta Municipal Infrastructure Program identifies annual funding, in the amount of \$100,000 until 2009. 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 Municipal

Infrastructure Capital Reserve Program for spending in the next or future fiscal years.

The New Deal for Cities and Communities – Gas Tax Program identified annual funding in the amount of \$9,533 for 2006 and \$12,717 in 2007; and identifies funding in the amount of \$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 Capital Reserve Program for spending in the next or future fiscal years.

The 2007-2008 Municipal Sustainability Initiative – Capital Project Funding Agreement identifies a conditional grant in the amount of \$120,049. Funding is for capital expenditures associated with Core Capital, Community Capital and Coordination Incentive components of the initiative. 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 could be to act as a mill rate stabilization fund or to offset revenue reductions due to Municipal Government Board decisions.

The 2007-2008 Municipal Sustainability Initiative – Operating Funding Agreement identifies a conditional grant in the amount of \$20,176. Funding is for operating expenditures associated with planning activities, administration, recreation and other services, and as assistance to non-profit organizations. Funding received under this program will be transferred to the Municipal Sustainability Operating Reserve Program for spending in 2008 to support operating expenses related to activities carried out by the Foothills Regional Emergency Services Commission on behalf of the Kananaskis Improvement District.

13. Budget Considerations

The 2008-2017 Municipal Sustainability Initiative identifies a conditional grant in the estimated total amount of \$172,058 in 2008, \$201,002 in 2009 and \$509,253 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016 for an estimated total of \$3,937,831. Funding received under this program will be transferred to

the Municipal Sustainability Reserve Program for spending in the next or future fiscal years.

Upon receipt of the annual allocation, the Council will identify the amount of the annual Municipal Sustainability Initiative grant allocation to be used as operating funding and the amount to be used to fund capital projects.

The following are the overriding concerns for budgeting in the next five years:

- Minimize the increase in municipal taxes for the next five years.
- Moving more municipal services to a cost recovery basis.
- The need to increase and maintain the capital reserve fund.
- The need to increase and maintain the operating contingency.
- The need to increase and maintain an 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 2008 to 2012 we have:

- Maintained the 2007 municipal mill rate for 2008.
- Maintained an ongoing commitment to transfer Capital Grant funds to a Capital Grant reserve fund for use the next or future years.
- Kept the municipal taxes to an annual increase at 5% or less for the 2009 – 2012 budget cycle.
- Budgeted modest increases for purchases and salaries.
- Budgeted for necessary analysis work to accomplish the Council's two strategic priorities of developing productive partnerships with the province and building the community.
- Assumed no increase in the funding commitment from the Province for providing Ground Ambulance service.
- Budgeted Municipal Sustainability Initiative Grant Funds to fund Operating programs.
- 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.
- Budgeted Capital Reserve and Capital Reserve Grant funds to fund Capital projects.
- Continued to identify a spending commitment towards bringing the Fire Protection program to NFPA Standards.
- Begun to plan for making the KID a FireSmart community.

- Begun to plan for KID involvement in the planning and development of a community centre and initiating community based programs.
- Begun to plan for providing the private sector with an opportunity to provide High Speed Internet to the residents and ratepayers.

14. Organization Chart

The organization chart is attached as Appendix A. Between the KID Chief Administrative Officer level and the departmental level, there exists Alberta Tourism, Parks, Recreation and Culture 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 Council. KID Councillors receive remuneration for their time while conducting KID business, plus reimbursements for travel and out of pocket expenses.

15. Distribution List

- Minister of Tourism, Parks, Recreation and Culture
- Minister of Municipal Affairs and Housing
- MLA – Banff/Cochrane
- KID Council
- KID Administration
- Alberta Tourism, Parks Recreation and Culture
 - Parks, Conservation, Recreation and Sport
- Alberta Justice
- Alberta Revenue and Risk Management