

KANANASKIS IMPROVEMENT DISTRICT DIRECTIVES MANUAL

Section 1 - Governance

- 1.1 Governance Model
- 1.2 Nominating Procedures for Council Membership
- 1.3 Relationship to Kananaskis Country Policies

Section 2 - Council Meetings

- 2.1 Designation of Council Chamber
- 2.2 Regular meetings
- 2.3 Councillor Notice of Absence from Meeting
- 2.4 Public Attendance at Council Meetings
- 2.5 Organizational Meeting

Section 3 - Administration

- 3.1 Administration Office
- 3.2 Vehicle Use Policy
- 3.3 Administration Staff Functions (to be developed)

Section 4 - Finance

- 4.1 Remuneration of Council Members (to be developed)
- 4.2 Tax Notice Date and Recovery
- 4.3 Recovery of Outstanding Property Taxes (to be developed)
- 4.4 Business License Order
- 4.5 Fees for Municipal Services (to be developed)
- 4.6 Fees for Fire and Ambulance Service (to be developed)
- 4.7 Fees for Special Events (to be developed)
- 4.8 Donations to Individuals and Organizations

Section 5 - Committees, Boards and Commissions

- 5.1 Budget and Audit Committee
- 5.2 KID / KCICC Working Group (to be developed)
- 5.3 Assessment Review Board (to be developed)
- 5.4 Bow Valley Regional Housing Board (to be developed)
- 5.5 Emergency Services – Municipal Emergency Preparedness Plan Committee (to be developed)
- 5.6 Disaster Services Agency

SUBJECT: Governance Model	Page <u>1</u> of <u>2</u>	Date of Issue October 21, 2001
	Section: 1.1	Authority: MO (new) MO 53/96

DIRECTIVE STATEMENT

The Minister of Community Development is head of Council. The Minister has delegated certain responsibilities to Council under MO 53/96 and determined the composition of Council under MO (new).

BACKGROUND

The governance model recognizes the unique character of municipal governance within Kananaskis Country and the close relationship between the provincial and municipal authority in the provision of services within Kananaskis Country.

GUIDELINES

1. Council will consist of five members. Four members will represent residents and ratepayers and one will be the provincially appointed citizens' representatives from Alberta's-at-large. One resident/ratepayer representative will be selected from each of the following groups:
 - a) Lower Kananaskis Lake Cabin Owners
 - b) Non-Commercial Residents
 - c) Big Business – defined as 1995 Assessment of \$750,000 or more
 - d) Small Business – defined as 1995 Assessment of less than \$750,000
2. The Chair and Vice-Chair shall be selected by Council from among the four resident/ratepayers representatives but must have the majority support of the whole Council.
3. The term of Council will be determined by the Minister. The normal term of Council will coincide with the municipal election cycle of three years.
4. Two resident/ratepayer members will serve on KCIC in addition to the appointed citizens' representative.
5. The model of municipal governance will be reviewed prior to October 18, 2004 and recommendations will be forwarded to the Minister.

SUBJECT: Nomination and Registration Procedures for Council Membership	Page <u>1</u> of <u>2</u>	Date of Issue October 21, 2001
	Section: 1.2	Authority:

DIRECTIVE STATEMENT

Nominations for the four-resident/ratepayer members of Council will follow an approved format as outlined in the guidelines below. The names of those nominated will be forwarded as a recommendation to the Minister who retains authority for appointing Council members.

BACKGROUND

The governance model calls for five Council members, with four representing each of small business (less than \$750,000, in the most recent Assessment), big business (\$750,000 or more), Lower Kananaskis Lake cabin owners, and non-commercial residents. One member is appointed directly by the Minister and also represents Albertans-at-Large on the Kananaskis Country Interdepartmental Committee.

GUIDELINES

1. Lists of residents/ratepayers by category will be completed not later than 60 days prior to the expiration of Council's term.
2. All residents/ratepayers will be notified in writing of the category in which they can nominate Council members and are allowed 28 days from the date of notification to submit nominations.
3. In the cases of large and small business categories the registrant or nominee must supply a letter of endorsement from the appropriate large or small business.
4. An individual can only qualify in one category for the purposes of nomination and registration. Those wishing to be nominated must declare their category using the attached Form 1. Self-nomination is permitted.
5. Those wishing to register must declare their category using the attached Form 2. Where more than one nominee comes forward in any category, a public meeting will be held to give each nominee an opportunity to publicize their platform.
6. A mail-out ballot will be sent to all registrants in their appropriate categories 28 days prior to municipal election date. Only one ballot will be issued per business.
7. The individual receiving the largest number of votes in their respective category will be recommended to the Minister of Community Development for appointment to the Council.

8. In the case of a tie vote, the winner shall be selected in accordance with Section 99 of the Local Authorities Election Act.
9. A Returning Officer will be appointed to tally the votes. Ballots received later than 8:00 p.m. on Election Day, at the Municipal Office, will not be counted.

SUBJECT: Relationship to Kananaskis Country Policies	Page <u>1</u> of <u>1</u>	Date of Issue October 21, 2001
	Section: 1.3	Authority: MO 095/96

DIRECTIVE STATEMENT

Council supports the founding concept of Kananaskis Country to provide a broad range of recreational opportunities that are compatible with the natural environment while recognizing the requirement to manage the resources of the area for future generations.

BACKGROUND

Kananaskis Country was established in 1977 through adoption by Cabinet of the Policy for Recreation Development of Kananaskis Country. The management intent established in that policy was to provide the greatest possible variety of recreation opportunity and allow adequate access to all Albertans while preserving this spectacular region for future generations.

GUIDELINES

1. Council supports the management intent of Kananaskis Country in its deliberations and decisions related to the provision of mandated municipal programs and services.
2. Where possible an integrated approach to the provision of municipal and related services will be pursued between the Improvement District and Kananaskis Country Interdepartmental Consultative Committee.
3. Council supports the policy directives established in the Policy for Recreation Development of Kananaskis Country 1977, and the Kananaskis Country Sub Region Integrated Resource Plan 1986 and may act as a forum to inform residents and ratepayers of these and other policies pertaining to Kananaskis Country.

SUBJECT:	Page <u>1</u> of <u>1</u>	Date of Issue October 21, 2001
Designation of Council Chamber	Section: 2.1	Authority:

DIRECTIVE STATEMENT

Council will designate a formal council chamber to conduct the business of council and council committees.

BACKGROUND

Section 193(1) of the *Municipal Government Act* states that a council may decide to hold regularly scheduled meetings on specified dates, times and places.

GUIDELINES

1. The meeting room on the lower level of the Kananaskis Village Centre is the designated council chamber for Kananaskis Improvement District Council and council committees.

SUBJECT:	Page <u>1</u> of <u>1</u>	Date of Issue
Council Meetings	Section: 2.2	December 11, 2001
		Authority: MO 374/01

DIRECTIVE STATEMENT

Council will conduct meetings on a regularly scheduled basis.

BACKGROUND

Section 193(1) of the *Municipal Government Act* states that a council may decide to hold regularly scheduled meetings on specified dates, times and places.

GUIDELINES

1. Regular Council meetings will occur the second Tuesday of each month, commencing at 3:00 p.m. in the designated council chamber.

SUBJECT:	Page 1 of 1	Date of Issue
Council Meetings Notice of Absence from Council Meetings	Section: 2.3 Council Meetings	Authority: MGA 174(1) MO (new)

DIRECTIVE STATEMENT

Council members shall provide adequate prior notice of absences from council meetings.

BACKGROUND

A quorum of at least 3 members is required to conduct council business. Section 174(1) of the *Municipal Government Act* stipulates a councilor is disqualified from council if absent from all regular council meetings held during any period of 8 consecutive weeks, unless certain conditions apply.

GUIDELINES

1. Council members shall notify the Chairperson or Vice Chairperson at least 14 days in advance of foreseen absences from council meetings.
2. A councilor absent from all regular council meetings held during any period of 8 consecutive weeks shall be automatically disqualified from council unless:
 - a) the absence is authorized by council resolution any time before the end of the last regular meeting of the council in the 8 week period;
 - b) the council is absent on council business at the direction of council.

SUBJECT: Public attendance at Council Meetings	Page 1 of 1	Date of Issue October 21, 2001
	Section: 2.4	Authority: (new)

DIRECTIVE STATEMENT

The public can be in attendance for meeting of council, except for in-camera sessions.

BACKGROUND

Section 197(1) of the *Municipal Government Act* requires that council and council committees conduct their meetings in public, unless matters to be discussed fall within Section 217(1) of the *Municipal Government Act*.

GUIDELINES

1. A public question period is provided at council meetings for members in the audience to ask questions, or make limited observations. Such questions may not necessarily be responded to definitively by council until a future council meeting.
2. For inclusion on the agenda, a person must provide the Chairperson a copy of the issue(s) in writing at least 14 days prior to the meeting. Any last minute issues, which are not submitted by members of council or administration, but which are deemed to be sufficiently urgent, may be added to the agenda at the of the meeting, provided that the Chairperson is notified in advance as to the subject matter and the majority of council members in attendance approve.
3. The Chairperson will exercise firm discipline and control over the meeting. The Chairperson shall use any reasonable measures deemed necessary to ensure the smooth and efficient conduct of the meeting.
4. Public seating will be available as feasible. Under no circumstances will the public be seated at the Council table.
5. No member of the public shall interrupt the proceedings of the Council meeting at any time.

SUBJECT: Public attendance at Council Meetings	Page 1 of 1	Date of Issue October 21, 2001
	Section: 2.5 Council Meetings	Authority: MGA 192(1)

DIRECTIVE STATEMENT

The annual organizational meeting will occur as part of the regular council meeting in October of each year, except in the municipal election year. In the case of the election year, the annual organizational meeting will occur at a Special Council meeting called by the Chief Administrative Office not later than seven days after the date set for the Municipal Election.

BACKGROUND

Section 192(1) of the *Municipal Government Act* states that a council must hold a organizational meeting annually not later than two weeks after the third Monday in October.

GUIDELINES

The annual organizational meeting will address council membership in

- Kananaskis Country Interdepartmental Committee
- Assessment Review Board
- Bow Valley Region Social Housing Board
- Emergency Services Committee (Municipal Emergency Preparedness Plan)
- RCMP Community Advisory Committee
- Community Lottery Board
- Highwood Business Development Corporation
- Budget Audit Committee
- Headwaters Health Authority

SUBJECT:	Page <u>1</u> of <u>1</u>	Date of Issue October 21. 2001
Municipal Office	Section: 3.1 Administration	Authority: Motion #086/96

DIRECTIVE STATEMENT

The Kananaskis Improvement District Municipal office is designated as the Kananaskis Emergency Services Centre.

BACKGROUND

Section 204 of the *Municipal Government Act* stipulates that the municipality shall designate a Municipal office.

GUIDELINES

1. The Kananaskis Improvement District Municipal Administrator will be located at the Municipal office.
2. A drop box for Kananaskis Improvement District mail shall be maintained at the Kananaskis Village Centre.
3. Office hours for the Municipal office shall be from 8:00 a.m. to 4:30 p.m., Monday thru Friday, except for statutory holidays.

SUBJECT:	Page 1 of 3	Date of Issue
Vehicle Use Policy	Section: 3.2 Administration	January 3, 2006
		Authority: Motion #

DIRECTIVE STATEMENT

This policy provides the Chief Administrative Officer (CAO) the guidelines required with respect to vehicle usage and the assessment of driver qualifications for the operations of KID vehicles. This policy will be in alignment with the Alberta Community Development Vehicle Fleet Management and Use Directive OA.12.

BACKGROUND

The Kananaskis Improvement District (KID) operates a fleet of vehicles that are both owned by the Government of Alberta and KID and leased exclusively by the KID. The requirement to produce a vehicle use policy has been identified to provide clarity to the framework surrounding KID vehicle use.

GUIDELINES

Vehicles under the control of the KID shall be subject to the following usage guidelines.

1. KID vehicles shall only be used for the purpose of conducting KID business. The use of KID vehicles by employees on travel status for the purpose of travel to and from accommodations, eating establishments and meetings is considered KID business.
2. The KID shall maintain a fleet of vehicles at a level no larger than what is essential to accomplish KID approved programs and business in the most cost effective manner.
3. The KID shall have a vehicle inspection and preventative maintenance program for each vehicle and work in conjunction with the Alberta Community Development Regional Joint Workplace Health and Safety Committee to operate a safe fleet.
4. All KID vehicles shall be maintained in a safe operating condition and orderly in appearance.
5. All KID vehicles will be identified with an approved decal, except where exempted by the CAO.

VEHICLE OPERATORS

1. Vehicle operators must not allow non-employee or non-government individuals to ride as passengers except when the passengers are traveling to conduct official KID business.
2. A non-employee or government individual (including a government official from another jurisdiction) is considered to be conducting official KID business when that person is:
 - a. assisting in carrying out KID or government business in an official capacity;
 - b. participating in a “ride-along program” or similar project;
 - c. riding along for the purpose of observing/inspecting the department’s work or facilities;
 - d. traveling to attend a conference, meeting or working session in which the department is involved; or
 - e. emergency response.
3. All employees that use KID vehicles shall have on file at the KID Municipal Office;
 - a. a valid Alberta Operators license,
 - b. a current drivers abstract indicating less than 6 demerit points,
 - c. confirmation of the appropriate class of license for the vehicles being operated,
 - d. confirmation of no criminal code convictions,
 - e. a current defensive driving certificate.
4. Any violation tag or ticket received by the KID for all of its vehicles shall be investigated and the responsible party shall remit payment or follow the charge the issuing officer reports.
5. All driving complaints received in a written format shall be investigated by the CAO.
6. All incidents or accidents to vehicles (less than \$1000.00) shall be reported to the immediate supervisor for investigation. The immediate supervisor shall report to the CAO.
7. All vehicle accidents involving serious injury or fatalities shall be immediately reported to the immediate supervisor, CAO and Occupational Health and Safety for investigation.

USE OF KID VEHICLES

1. Travel between home and place of work is not considered KID business. KID vehicles will not be used for travel between home and the KID designated parking location unless authorized by the CAO.

2. The CAO may approve travel between the designated parking area and work only if it is advantageous to the KID for the employee to proceed directly on KID or government business from the employee's residing community, on an occasional basis.
3. When an employee is authorized to take a KID home, the employee must ensure that the vehicle is parked in a safe and secure location.
4. When the employee is authorized to take a KID vehicle home that employee is deemed available for emergency response for KID business when called upon.

SUBJECT: Tax Notice Date and Recovery	Page <u>1</u> of <u>1</u>	Date of Issue May 6, 2003
	Section: 4.2	Authority: MOTION # 567/04

DIRECTIVE STATEMENT

Each Council must pass a property tax rate annually.

The property tax rate set by Ministerial Order authorizes the Council to impose a tax in respect of property in the municipality to raise revenue to be used towards the payment of

1. the expenditures and transfers set out in the budget of the municipality, and
2. the requisitions

BACKGROUND

In accordance with clause 333 (1,2,3 and 4) of the Municipal Government Act.

Each Municipality must annually

1. Prepare tax notices for all taxable property and businesses shown on the tax roll of the municipality, and send the tax notices to the taxpayers.
2. A tax notice may include a number of taxable properties and taxable businesses if the same person is the taxpayer for all of them.
3. A tax notice may consist of one notice for all taxes imposed, a separate notice for each tax or several notices showing one or more taxes.
4. The assessment notice and the tax notice relating to the same property may be sent together or may be combined on one notice.

The contents, delivery and certification of the tax notice is to be in accordance with Clause 334, 335 and 336 of the Municipal Government Act.

PENALTIES FOR NON-PAYMENT OF TAXES

In accordance with Clauses 344, 345 and 346 of the Municipal Government Act

1. Council may by motion impose penalties in the year in which a tax is imposed if the tax remains unpaid after the date shown on the tax notice.
2. Council may by motion impose penalties in any year following the year in which a tax is imposed if the tax remains unpaid after December 31 of the year in which it is imposed.
3. A penalty imposed under section 344 or 345 is part of the tax in respect of which it is imposed.

GUIDELINES

1. The combined Tax Assessment and Tax Notice date for the Kananaskis Improvement District for 2004 is June 25, 2004.
2. The tax payment due date for the Kananaskis Improvement District for 2004 is August 31, 2004.
3. Penalties for non-payment of taxes by the tax payment due date is 12% of the taxes being on the day immediately after the tax payment due date.
4. Penalties for non-payment of taxes where a formal appeal or complaint has not been received by the tax payment due date is an additional 12% of the taxes owing applied to the original amount.
5. If payment of the taxes and the penalty are not paid before December 31, 2004 then an additional 12% of the original assessment amount plus the penalty will be applied.
6. An additional 12% is applied to all amounts owing after December 31 of every consecutive year there after until the account is settled.
7. Notwithstanding the above the Municipality may exercise other legal means or measures for recovering amounts owing that are available for recovery of amounts owing.

SUBJECT: Business License Order	Page 1 of 2	Date of Issue March 14, 2002
	Section 4.4	Authority: Improvement District Order # 4

DIRECTIVES STATEMENT

March 05, 2002 the Kananaskis Improvement District Council approved the implementation of Improvement District Order No. 4, "The Business License Order". Council has implemented this order to assist with the recovery of costs associated with providing Municipal Services in the Improvement District and to create a business registry. The order took effect on April 01, 2002 and requires all businesses operating within the Kananaskis Improvement District to make an application for a business license and pay an appropriate fee.

BACKGROUND

Approximately 166 businesses operate within the Kananaskis Improvement District. Many of these businesses are "non-resident" businesses and do not contribute to the tax base of the Improvement District or support the costs associated with providing Municipal Services. The non-resident businesses are required to obtain an operating permit from Alberta Community Development - Parks and Protected Areas Division. However, no fees are collected from these businesses to cover the cost of Municipal Services provided by the Kananaskis Improvement District.

Administration has noted the inequity in providing municipal services to residents, resident businesses and non-resident businesses. It has become particularly apparent that non-resident businesses operating for profit in the Kananaskis Improvement District do not contribute to the costs associated with Municipal Services provided for the benefit of these businesses.

Administration has investigated ways to recover a portion of the costs inherent with providing and maintaining Municipal Services, with a direct focus on establishing a Business License Order whose revenues could be directed to recover some of the costs for Municipal Services being borne by the tax base.

The administration of the proposed Business Licence system will also allow improved tracking of businesses and organizations operating in the Kananaskis Improvement District. With direction from Council the fee structure is to be designed to ensure it is not cost prohibitive to businesses, and can be administered and enforced from a legal perspective.

GUIDELINES

1. The Licence Officer is the appointed Bylaw Enforcement Officer to administer and enforce the provisions of the Order.
2. The power and responsibilities of the Licence Officer includes; receiving and considering applications for business licences, to issue business licences, impose conditions on business licenses and to transfer, revoke and suspend business licences.
3. For the purposes of the order the Licence Officer is designated by the Chief Administrative Officer of the Kananaskis Improvement District.
4. For the purpose of the order a “business” means
 - a. a commercial, merchandising, marketing or industrial activity or undertaking,
 - b. a profession, trade, occupation, calling or employment, or
 - c. an activity providing goods or service whether or not for profit and however organized or formed, including a cooperative or association of persons.
5. An applicant for a business license shall obtain and produce written approval from the Development Authority, subject to the Land Use Order, before a business license may be issued with respect to a business carried on or operated from premises within KID.
6. An applicant or business license holder may appeal a decision of the License Officer to Kananaskis Improvement District Council.
7. The Council will render a decision of an appeal within 30 days of receipt of the request to review. The council may uphold the decision of the license Officer, vary the decision, substitute its own decision or return the matter to the Licence Officer for reconsideration.
8. Fees are to be in accordance with Schedule A of the Business License Order.

Fees are to be reviewed by the Budget and Audit Committee annually and presented to the Council for approval the same time as the new years Operating and Capital budgets are presented.

SUBJECT: Donations to Individuals and Organization	Page 1 of 1	Date of Issue February 3, 2004
	Section 4.8	Authority: Motion No: 554/04

DIRECTIVES STATEMENT

Council will consider making donations to individuals and organizations considered to be in the best interest of the Kananaskis Improvement District.

BACKGROUND

Under Ministerial Order 054/96 Council has been delegated responsibility of the financial function.

Under Motion No. 370/01 Council established a committee responsibility for the preparation of the annual operating and capital budgets for approval by Council. This committee is known as the Budget and Audit Committee.

The Budget and Audit Committee has established a Program Area within the Administration Budget know as "Parks and Recreation Committee".

GUIDELINES

1. All applications for a donation from the Kananaskis Improvement District must be submitted in writing to the Budget and Audit Committee, along with appropriate reasoning and justification.
2. The Budget and Audit Committee will review all requests received on a quarterly, or as required basis, and make a recommendation to the Council on which application should be considered for funding, within the established budget limit.
3. Application form Not-for-Profit Societies or Charitable Organization will take priority.
4. Funds not spent in any one fiscal year shall not be carried over to the next fiscal year.
5. Multi-year funding application will not be considered.
6. The Council has established a \$500.00 limit for the 2004 fiscal year. This limit should be reviewed and may be revised annually and if revised the limit shall be included in the approved operating budget for the next fiscal year.
7. The Chair of the Budget and Audit Committee will notify the successful applicants, in writing, and advise on procedures for obtaining the donation.

SUBJECT:	Page <u>1</u> of <u>1</u>	Date of Issue
Budget Preparation	Section: 5.1	Authority: MO #054/96 See Section 145 M.G.A.

DIRECTIVE STATEMENT

A committee of Council will be responsible for the preparation of the annual operating and capital budgets for approval by Council.

BACKGROUND

Under MO 052/96 Council has been delegated responsibility for the financial function. The model for local governance approved by the Minister identifies a committee of Council to deal solely with capital and operating budget issues.

GUIDELINES

1. KID budget committee will consist of the four Council members representing big business, small business, Lower Kananaskis Lake cabin owners, and non-commercial residents.
2. The Chair of the budget committee shall be selected by the committee members.
3. Meeting of the committee shall be of the call of the Chair.
4. The Committee shall develop the interim and final annual operating and capital budgets.
5. Interim budgets shall be completed and endorsed by Council no later than November 30 of the previous budget year.
6. Final budgets shall be completed and forwarded for approval to the Minister no later than June 30th of the current budget year.
7. A quorum consists of three or more members.

SUBJECT: Disaster Services Agency	Page 1 of 1	Date of Issue March 05, 2002
	Section 5.6	Authority: MO 01/02

DIRECTIVE STATEMENT

The employee of Community Development, who is employed as the Director responsible for Kananaskis Country and any person acting in his place, shall be the Director of the Disaster Services Agency.

BACKGROUND

The responsibility of the Kananaskis Improvement District has been transferred to Alberta Community Development under Ministerial Order 01/02. Organizational changes within the department make it necessary to update the *Disaster Services Act* delegation to ensure that the Director of Disaster Services is properly appointed in the unlikely event that there is a disaster of any kind in the Kananaskis Improvement District.

This Ministerial Order replaces MO 6/99 issued under the former Department of Environmental Protection.

GUIDELINES

1. The Director of the Disaster Services Agency shall appoint a Deputy Director of the Disaster Services Agency.
2. The Director of the Disaster Services Agency may authorize the Deputy Director of the Disaster Services Agency to carry out duties or exercise any of the powers that may be carried out by the director of the Disaster Services Agency under the *Disaster Services Act* or under this Order.
3. The Disaster Services Agency shall be composed of representatives determined by the Director or Deputy Director of the Disaster Services Agency.
4. The Director of the Disaster Services Agency is authorized to carry out the duties or exercise the powers of the local authority under ss.8(a), 18(1) 20(1) and 21(1) of the *Disaster Services Act*.
5. The Director shall, from time to time and not less than once per year, report on the activities of the Disaster Services Agency to the Disaster Services Committee of Council.
6. The Kananaskis Improvement District Council shall form the Disaster Services Committee of Council.