

**KANANASKIS
IMPROVEMENT
DISTRICT**

**STRATEGIC PLANNING
WORKSHOP**

RESULTS

1.0 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 what Kananaskis stands for.

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

Economically Responsible – We ensure we take responsibility for all finances spent.

Progressive – We are forward looking.

Open-mindedness – We keep an open mind and value the freedom of expression.

Knowledge – We are knowledgeable about the realm of our responsibility and the impacts our decisions make.

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

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

2.0 MISSION STATEMENT

Kananaskis Improvement District in collaboration with its service partnerships 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.

3.0 VISION STATEMENT

Building a strong community that shares Alberta's jewel in perfect balance.

4.0 CORPORATE GUIDING PRINCIPLES

4.1 PUBLIC SERVICE

- Council will be an advocate for residents and visitors at different levels;
- KID will provide appropriate and adequate services for its residents and visitors;
- KID will review services to ensure these services are meeting the needs;
- Council will ensure there is consistency in all undertakings;
- Council will ensure there is transparency in all communication to its residents and visitors.

4.2 FINANCIAL RESOURCES

- KID will provide appropriate municipal services in a cost effective manner;
- 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 ensure they are a party to any and all decisions made by the Government of Alberta that impacts KID;
- The strategic goals will guide the budget process;
- Financial reports will be provided in a timely and appropriate manner.

4.3 HUMAN RESOURCES

- Council will ensure clarity of roles and responsibilities for council members and staff;
- Council will review staffing requirements to ensure efficiency;
- Council will participate in an annual performance planning system for the Chief Administrative Officer;
- Council will ensure there is an on-going review of transparency and accountability;
- Council will ensure there is a succession planning process in place.

4.4 GOVERNANCE

- Council will provide a strong voice for its residents and ratepayers and advocate as appropriate;
- Council and the CAO will operate in their respective roles with clarity and cooperation/ 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 and that will guide the budget process;
- Council will strive for consensus in its decision making processes.

4.5 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 of the physical resources within its mandate;
- Council will ensure there are appropriate policies in place with respect to the ownership of resources

5.0 STRATEGIC DIRECTIONS

5.1 MUNICIPAL OPERATIONS

- To select representation to any external body it deems appropriate;
- Representatives to provide regular updates to Council;
- To clarify roles and responsibilities of Council and CAO;
- To conduct an annual evaluation of the CAO;
- To develop and annual strategic plan and business planning process;
- To develop and nurture strong partnerships with agencies and government agencies;
- To ensure on-going communication with our community.

5.2 PROTECTION SERVICES

- To provide to Council a strategic plan for Disaster and Emergency Services with clear goals and objectives, measures, operating/ capital budgets and outcomes that will enhance these services for KID;
- To determine the level of fire and ambulance service required for KID

5.3 ENVIRONMENTAL SERVICES

- To review options with respect to recycling programs within KID;
- To administer the “call for tender”;
- To establish operational budgets;
- To set rates and standards for water supply and distribution;
- To develop annual operational and capital maintenance budgets for water supply and distribution;
- To establish standards and budgets with respect to weed control.

5.4 PUBLIC WORKS

- To review and implement recommendations where appropriate of the “Dark Sky Initiative”;
- To ensure safety of our residents;
- To develop improved communications with transportation with respect to standards and operations;
- To address issues and impacts of access with respect to Rafter Six;
- To determine KID roles and responsibilities with respect to existing roadways.

5.5 COMMUNITY SERVICES

- To continue participation in the Marigold Regional Library Service;
- To review small donations program to not-for-profit organizations;
- To assess KID role with respect to contribution to major community facilities;
- To assess services that meet the needs of our community;
- To develop partnerships with service providers where deemed appropriate;
- To determine KID role in the delivery of community and recreation services;
- To develop plan and policy based on role in delivery of community and recreation services.

APPENDIX A – INVOLVEMENT/ LEGACY

Why is your involvement important to you?

What will be your legacy?

Rick

- Help the Improvement District to move forward to the next level.
- Council that has ownership of a vision and plan and is enthusiastic about it.

Darren

- Learning about how the District and municipality operates;
- Positive voice for large businesses.
- Working hard with council to understand roles and responsibilities;
- More positive working relationships with government agencies.

Craig

- Representative since 1996;
- Curious as to how the Improvement District operated;
- To make local government effective.
- That there will continue to be a sustained wilderness area for Albertans and their guests.

Sandra

- Bring government to local people, need was lacking;
- Accessibility for the people in the area.
- Working government for the people of Kananaskis to meet their needs;
- Living government that reacts to change.

Linda

- From the community with a strong community background;
- Address the needs of the community.
- Strong voice;
- Good working relationships with government and the community;
- Doing the best.

Why is your involvement important to you?

What will be your legacy?

Joanne

- Worked with the provincial government;
- Strong voice, public interest;
- Direct impact on the community.

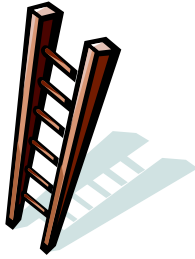
- Ensure there is a form of management controlled by the community;
- What is most important for the residents that live here.

Cheryl

- Part of job requirement.

- Minutes that are thorough and accurate.

APPENDIX B – LADDER OF DEVELOPMENT



POLITE STAGE - Lower rung of the ladder

- Group members get acquainted;
- Shared values;
- Establish the basis for group structure;
- Information sharing;
- Items on hidden agendas of group members stays hidden;
- Rules of behaviour seem to be to keep ideas simple;
- Say acceptable things;
- Need for group approval is strong;
- **Conflict is usually absent in this step.**

WHY ARE WE HERE? - Second Rung

- Group members want to know the goals and objectives;
- Some members demand a written agenda;
- Cliques start to wield influence;
- Hidden agenda items begin to be sensed as group members try to verbalize group objectives most satisfying to themselves;
- Need for group member approval declines;
- Time spent at this step varies widely. Some groups omit it completely.

BID FOR POWER - Third Rung

- Categorized by competition;
- Group member tries to convince group to take action they feel is appropriate;
- Struggle for leadership occurs;
- **Conflict rises to a higher level;**
- Group does not feel a strong team spirit at this step;
- Latent hostility is expressed;
- Cliques take a greater importance;
- Hidden agendas cause a behaviour change;
- Need for group approval declines;
- Some groups never mature beyond this point.

CONSTRUCTIVE - Fourth Rung

- Group members give up their attempts to control and substitute an attitude of active listening;
- Members willing to change their preconceived ideas or opinions on the basis of facts presented by other members;
- Team spirit starts to build;
- Shared leadership;
- Group identity is important;
- Practical creativity is high.

ESPRIT - Top rung

- High group moral and intense loyalty;
- Need for group approval is absent;
- Individuality and creativity is high;
- “We don’t always agree on everything but we do respect each other’s views and agree to disagree.”
- Group is strongly “closed”;
- Although hidden agenda items are present, they do not seem to detract from the esprit and group loyalty;
- Trust level has risen so high that the group trusts each member not to misuse the group loyalty.

Transition from **Step One: POLITE** to **Step Two: WHY WE’RE HERE** can occur when any single member desires it. “He/ She can simply say “:Well, what’s on the agenda today/” and the group will move.

Ability to listen has been found to be the most important human trait in helping groups move from **Step Three: BID FOR POWER** to **Step Four: CONSTRUCTIVE**. A strong, competitive group member or clique can permanently block the transition from Step 3 to Step 4.

The transition from **Step Four to Step Five: ESPRIT**, requires unanimous agreement among group members.