



**KANANASKIS  
IMPROVEMENT  
DISTRICT**

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# **BUSINESS & STRATEGIC PLAN 2011 – 2015**



**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 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 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 as a destination that provides opportunities for a diverse quality of life.

## 4. Core Values

**Accountability** – We are responsible for our actions and for contributing to the effectiveness 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.

## 5. Guiding Principles

### 5.1 Effective Community Service

- Council will be an advocate for residents, ratepayers and visitors within its mandate;
- Council will communicate effectively, transparently and collaboratively with its residents, ratepayers and visitors.

### 5.2 Prudent Financial Management

- KID will provide mandated 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.

### 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, opinion and experiences of others.

### 5.5 Environmental Sustainability

- Council will demonstrate commitment to environmental stewardship;
- KID will demonstrate environmental leadership in the development and management of infrastructure and program delivery.

## **6. Strategic Priorities**

### **6.1 Enhancement of an ongoing and very productive partnership with the Province**

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

#### **Outcomes**

- 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 for continuation of FireSmart initiatives;
- Establish solid waste management and recycling systems and initiatives;
- Examine water conservation systems and initiatives;
- Modernize emergency services equipment;
- Pursue initiation of natural gas supply and distribution to the Evan Thomas Provincial Recreation area.

#### **Outcomes**

- Increased environmental responsibility and sustainability;
- Infrastructure upgrades;
- Innovative projects with Partners;
- Ensure continuation and completion of FireSmart initiatives;
- Uniform solid waste management and recycling systems;
- Consumption based fee system for water and wastewater usage.

## **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 and Recreation (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. 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. External Representation**

The KID is represented on the following external organizations:

- Kananaskis Country Interdepartmental Consultative Committee (KCICC);
- Bow Valley Regional Social Housing Board (BVRH);
- Community Futures – Highwood;
- Community Advisory Committee (CAC);
- Sheep River Watershed Management Committee
- KID Land Use Order – Subdivision and Development Authority;
- Marigold Library Board;
- Community FireSmart Committee; and
- Foothills Regional Emergency Services Commission.

## **9. KID Council 2010**

- Mr. Dan DeSantis                      Representing Large Business
- Mr. J. Bruce Lukey                    Representing Non-Commercial Residents and Ratepayers
- Mr. Kenneth Kelly                    Representing Albertans-at-Large

- Mr. Jamie Tiessen                      Representing Albertans-at-Large
- Vacant                                      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**

The following are the primary considerations for budgeting in the next five years:

- Minimize the increase in municipal taxes;
- Move more municipal services to a cost recovery basis;
- Increase and maintain the capital reserve fund;
- Increase and maintain the operating reserve fund;
- Maintain the operating contingency;
- Assume a slow growth scenario in assessment values and new development.

In the budget targets for 2011 to 2015 we have:

- Targeted municipal taxes at an annual increase of 5% or less for the 2011 – 2015 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 the 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;
- Established the Recycling Management Program at a cost recovery level and budgeted for recycling program systems and initiatives;
- Budget for water conservation systems and initiatives;
- Maintained the Business Licence fee as a revenue stream;
- Maintained the Development Permit fee as a revenue stream;
- Continued to identify a spending commitment towards bringing the Fire Protection program to NFPA Standards;
- Continue to make the KID a FireSmart Community.

### **14. Organization**

The organization chart is attached as Appendix A. Located between the KID Chief Administrative Officer level and the departmental level, are Alberta Tourism, Parks and Recreation 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 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.

## **15. Distribution List**

- 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