

**KANANASKIS
IMPROVEMENT DISTRICT
STRATEGIC PLAN 2022 - 2027**

BACKGROUND

Kananaskis Improvement District (KID) is a municipality unlike any other in Alberta. Both its form and function vary significantly from most municipalities. The primary purpose of KID is to provide effective local government and municipal services to the residents and ratepayers of Kananaskis Country. A secondary purpose is to work with, and provide input to, the Province of Alberta with respect to land use and resource management within the improvement district. KID is responsible to the Minister of Alberta Forestry and Parks (AFP) and works closely with the Alberta Ministries of Infrastructure; Jobs, Economy and Trade; Transportation and Economic Corridors; and Municipal Affairs.

KID delivers a portfolio of services that primarily include, but are not limited to:

- municipal administration
- disaster and emergency services
- fire protection
- public health and welfare
- waste management
- wastewater collection and treatment, and
- water treatment and distribution.

KID has ministerial delegated authorities under AFP, as well as the Municipal Government Act (MGA). With a land base that is approximately 98% protected and/or Crown land, KID is administered through municipal council, municipal administration, and an intergovernmental coordinating committee under AFP. Council consists of four elected councillors and two councillors appointed by the Minister of AFP.

To be as effective, efficient and focused as possible, KID has developed a five-year strategic plan from 2022-2027. This plan articulates KID's vision, mission, goals, and the key priorities and strategies which will guide KID over the next five years. The strategy is intended to be a living document, reviewed regularly and adapted each year as appropriate.

Specific to this document, 'stakeholders' refers to a combination of all or some of KID residents, business owners, municipal neighbours and other regional groups and organizations that work towards furthering local interests. 'Partners' refers to other levels of decision makers that influence conditions in KID, most often at the provincial level.



VISION

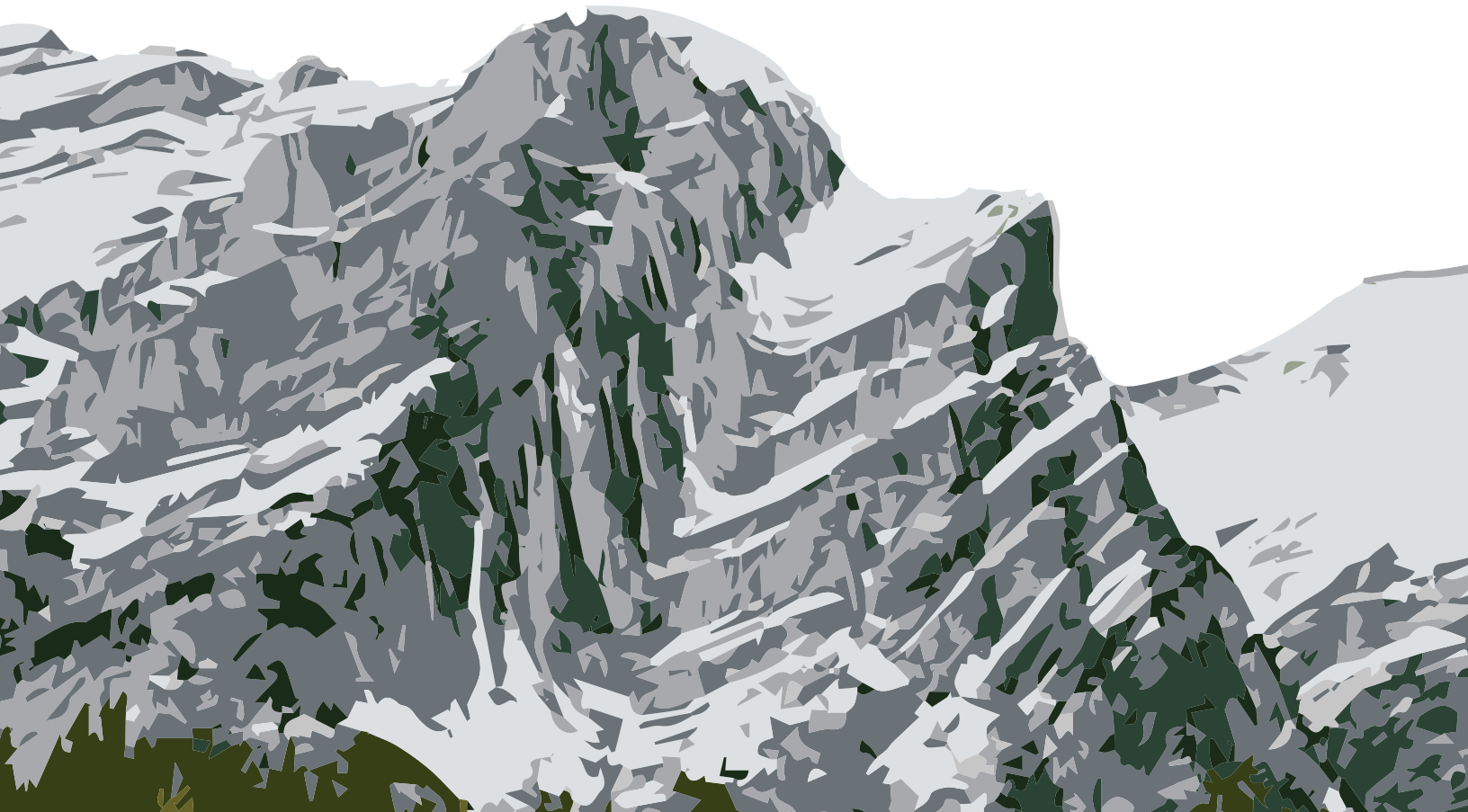
What KID intends to achieve

Located in a beautiful landscape, Kananaskis residents and businesses (including not-for-profit organizations) experience a mountain lifestyle backed by effective and reliable KID municipal services. World-class outdoor experience, sustainable business and community involvement in Kananaskis are advocated for and supported by KID, while fostering practices to limit impacts on landscape and environment. KID is a respected voice for what local residents and businesses need to thrive, and works closely with strategic partners to achieve financial, environmental, and social benefits for the area.

MISSION

What KID does to accomplish the Vision

KID provides effective local governance and efficient municipal services to Kananaskis residents, businesses, and visitors in collaboration with its partners. KID advocates for local interests in broader Kananaskis-related decision-making.



VALUES

What is important to KID about how the work is done:

Respect

We demonstrate strong professionalism and respect for and amongst Council, Administration, stakeholders, and partners – it is foundational to how we do business.

Collaboration

We work closely alongside our stakeholders and partners to extend our network, share knowledge, and pool resources to benefit KID.

Excellence

We are committed to continuous improvement and growth in our local government processes. We continue to raise the bar in municipal service delivery and strive to influence the areas where KID can meaningfully contribute.

Accountability

We are responsible for the effective governance of our community. We use best practices for municipal management and communicate transparently with our stakeholders.

Action

We focus our efforts on providing valuable services that tangibly and directly improve the lives and experiences for people throughout KID.





PRIORITIES

KID is committed to four strategic areas of focus:

- Financial Responsibility
- Community and Business Vitality
- Stakeholder and Intergovernmental Relationships
- Organizational Effectiveness



PRIORITIES AND KEY ACTIONS

Within Council’s four strategic areas of focus, key actions have been prioritized into four categories: first priority, second priority, as capacity allows, and long-term goals.

- A** FIRST PRIORITY
- B** SECOND PRIORITY
- C** AS CAPACITY ALLOWS
- D** LONG-TERM GOAL

1. Financial Responsibility

Kananaskis Improvement District is a steward of resident and ratepayer taxes by providing efficient municipal services to support resident and local business priorities. KID sustains its solid financial position by seeking varied revenue sources including leveraging partnerships and cost-sharing opportunities. KID is financially accountable to its constituents through responsible budget and reporting practices, and by using rigorous and transparent accounting processes.

Key Actions:

- A**
 - Enhance transparency and accountability in capital budget planning and processes, and align municipal capital budgeting with reporting metrics / timelines for provincial grants.
 - Continue to pursue the transfer of accountability and costs associated with infrastructure to the provincial government.
- B**
 - Advocate for provincial funding to enhance visitor services provided by KID, including collating analysis for type, proportional cost, and magnitude of municipal services delivered in support of visitor experience.
 - Assess KID’s service level standards compared to current tax rates ensuring relevance and balance, to understand if service levels should be accelerated, decelerated, or maintained.
 - Develop and implement an asset management plan.
 - Create, maintain and report on a system for KID grant funding opportunities.
 - Continue to pursue improvements to update the Business Licence Order.
- C**
 - Investigate opportunities for additional revenue sources.



PRIORITIES AND KEY ACTIONS

- A** FIRST PRIORITY
- B** SECOND PRIORITY
- C** AS CAPACITY ALLOWS
- D** LONG-TERM GOAL

2. Community and Business Vitality

Kananaskis Improvement District provides municipal services that are the foundation for a healthy local residential community and a resilient tourism-oriented business sector. KID will look to support initiatives that grow nature-based tourism and attract and retain staff in the local area. Services such as community recreation, housing, transportation, telecommunications and broadband connectivity, and emergency preparedness are emerging priorities.

Key Actions:

Telecommunications and Broadband Connectivity

- A** Advocate and collaborate with partners to enhance telecommunications and broadband connectivity in KID.

Resident Recreation and Health

- A** Encourage resident organizations or neighbourhood associations to self-organize, and consider KID-provided grant opportunities for resident-led initiatives.
- C** Advocate for improvements to resident recreational opportunities such as sports facilities (e.g., hockey rink, tennis courts, dog park, community gym access).
- Explore ways to increase social programming (e.g., support for local food box programs, community gatherings).

Transportation

- A** Better understand public transit plans, opportunities and partnerships in the region, and explore opportunities to increase options for transportation to and within Kananaskis.
- D** Explore potential for developing EV charging stations within KID.



PRIORITIES AND KEY ACTIONS

- A** FIRST PRIORITY
- B** SECOND PRIORITY
- C** AS CAPACITY ALLOWS
- D** LONG-TERM GOAL

2. Community and Business Vitality (Continued)

Key Actions:

Emergency Preparedness

A

- Provide world-class fire and emergency services, and pursue disaster preparedness initiatives:
 - Actively coordinate fire management planning and efforts with neighbouring jurisdictions and relevant government departments, including neighbouring First Nations.
 - Deliver fire and protective services training centre of excellence.
 - Establish KID fire services as a southern Alberta leader for Wildland Urban Interface programming and deployment in support of wildfire response across the province.

B

- Focus efforts on risk reduction, including regional collaboration and emergency preparedness:
 - Re-establish a FireSmart Committee with intent to support implementation of Wildland Urban Interface vegetation management.

Tourism

B

- Enable local efforts to support and grow tourism-based businesses. Explore actions with appropriate tourism agencies to support a healthy business sector.
- Seek opportunities to contribute to provincial initiatives related to Kananaskis tourism and recreation (e.g., Update to *Kananaskis Country Recreation Policy*).

Housing

C

- Review results from housing needs assessments conducted by other partners (e.g., *Bow Valley Regional Housing Needs Assessment*) to determine gaps within KID and work with appropriate partners to determine next steps.
- Pursue opportunities for housing support in KID under a program model similar to Canmore Community Housing Corporation.



PRIORITIES AND KEY ACTIONS

- A** FIRST PRIORITY
- B** SECOND PRIORITY
- C** AS CAPACITY ALLOWS
- D** LONG-TERM GOAL

3. Stakeholder and Intergovernmental Relationships

Kananaskis Improvement District supports informed decision-making in Kananaskis through strong relationships with stakeholders and partners. KID works to understand resident and local business priorities to inform KID Council decisions, and to advocate for these priorities with other partners who influence decisions and conditions throughout Kananaskis.

Key Actions:

A

- Prepare and implement a stakeholder engagement and communication strategy.
- Deliver an economic impact assessment report for KID to support advocacy discussions with other levels of government and data-driven decision making.
- Continue to align strategic priorities and build intergovernmental relationships with provincial ministries active in Kananaskis (e.g., seek a stronger relationship with and/or role within Kananaskis Country Interdepartmental Consultative Committee).

B

- Formalize mechanisms to better connect with community, neighbouring municipalities, and First Nations.



PRIORITIES AND KEY ACTIONS

- A** FIRST PRIORITY
- B** SECOND PRIORITY
- C** AS CAPACITY ALLOWS
- D** LONG-TERM GOAL

4. Organizational Effectiveness

Kananaskis Improvement District Council continues to enhance procedures and processes to provide a strong foundation for effective governance in KID. Council and Administration focus on making the best use of limited resources, reducing municipal risk, and making data-driven decisions.

Key Actions:

A

- Develop strategic implementation plans for key priorities.
- Implement Council priorities based on a realistic assessment of capacity and a focus on key priorities.
- Continue to clarify roles and responsibilities of KID Council in dialogue with the Province (e.g., ensuring clarity regarding the MGA requirements for municipalities and natural person powers).

B

- Continuous improvement of internal processes and data-influenced decision making and reporting (e.g., deliver a municipal annual report).

C

- Establish best practices for Council activities, including meeting protocol and other processes (e.g., public participation, Councillor onboarding, succession planning).
- Pursue the *Land Use Order* update, modernising land use requirements in partnership with KCICC.



MEASURES OF SUCCESS

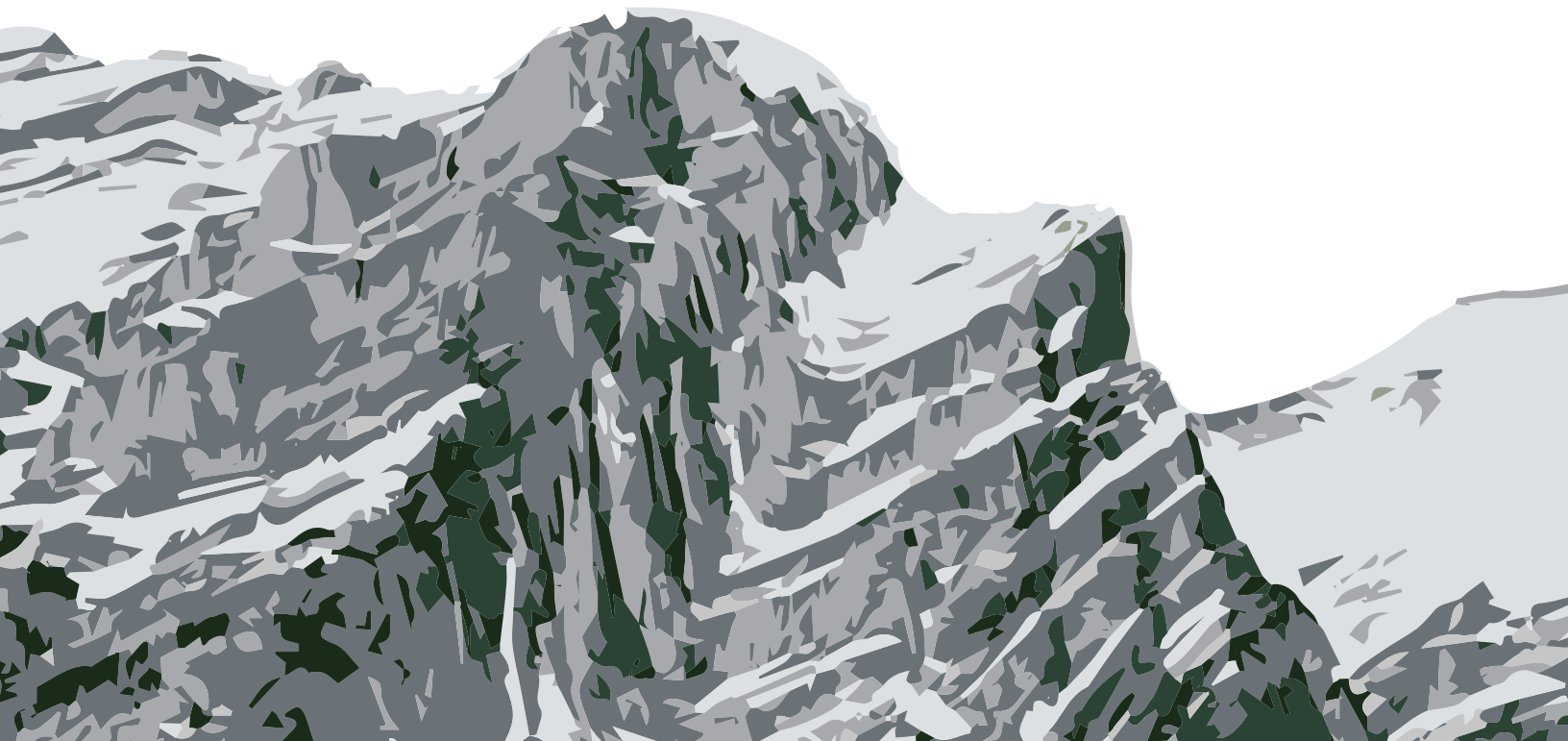
Evaluation of progress is critical to a strategic plan's success. Monitoring qualitative and quantitative measures of success provides key information to understand whether KID is on track to achieving its priorities and vision.

How and When to Review

Municipalities operate based on an annual budget, and an annual progress report is standard practice. In addition to an annual report, regular reviews of the strategic plan should inform Administration's recommendations and Council's decision-making processes.

The annual report should include an update on progress for each measure of success with additional information providing context and overviews of trends.

Based on the information provided through the annual report, the strategic plan should be adapted each year as appropriate. Just as strategy and action plans are intended to be living documents, measures of success should be as well. If desired outcomes or key actions change, measures of success should be reviewed, linking actions to governing priorities, to ensure meaningful information is being captured.



MEASURES OF SUCCESS

PRIORITY	MEASURE OF SUCCESS	INDICATOR	2022 BASELINE	DATA SOURCE
1. Financial Responsibility	Financial health tools :			Administration
	A. Asset management system in place	A. Y/N	A.2022 = N	
	B. Grant management	B. % of capital grants that are non-LGFF grants (Equation: Non-LGFF/Total Capital Plan grants)	B. 2022 = 24.4% (i.e., FRIAA/ Total Capital Plan) \$200,000/\$819,915	
	C. Program-based budgeting tools	C. % of programs that use program-based budgets	C. 2022 = 0	
	D. Proportional split-rate taxation	D. Proportional split rate of taxation (residential/ non-residential)	D. 2022 = 23/77 (residential/ non-residential)	
1. Financial Responsibility	Reduced reliance on property taxation for revenue sources	% of property taxation to total revenues annually	2019-2022 4 year average = 65% (baseline only) Equation: Annual Net Taxation Revenue / Total Revenues x 100	Administration
1. Financial Responsibility	100% unqualified opinions (or qualified and unqualified opinions) on audits	Audit opinion category	2022 = 100% unqualified opinions	Auditor via Administration



MEASURES OF SUCCESS

PRIORITY	MEASURE OF SUCCESS	INDICATOR	2022 BASELINE	DATA SOURCE
2. Community and Business Vitality	Increased wireless telecommunications availability and broadband access	% area of highway 40 corridor with wireless telecommunications availability	2022 = unknown	Connectivity mapping
		% of residential areas with broadband access meeting the UBF standard of 50/10 Mbps	2022 = unknown	
		% of Evan Thomas PRA with wireless telecommunications availability (business/residential)	2022 = unknown	
		% of Evan Thomas PRA with broadband availability (business/residential)	2022 = unknown	
2. Community and Business Vitality	Increased transit options	# of transit options	2022 = unknown	Administration
		Volume of transit ridership	2022 = unknown	
2. Community and Business Vitality	High quality of life for residents / ratepayers	% of the residents / ratepayers who are satisfied with their quality of life	2022 - To be developed (survey)	Survey, community report card, or focus group via Administration or potential for vital sign report through neighbourhood associations
2. Community and Business Vitality Emergency preparedness	A. Increase emergency preparedness	A. # of emergency and disaster risk reduction projects initiated (list)	A. 2022 = 4 (KES training, KID WUI, Town of Canmore WUI) and 1 FireSmart project planned	Administration
	B. Increase regional disaster risk reduction efforts	B. Cross-jurisdictional collaborations established on disaster risk reduction	B. 2022 = 2 KID WUI, Town of Canmore WUI	
	C. Increase communication and collaboration in emergency preparedness	C. Development of a disaster communication strategy (Y/N) # of community drills run by stakeholders in partnership with KID (big business, non-profit camps, neighbourhood communities, other)	C. 2022 = N 2022= 0	



MEASURES OF SUCCESS

PRIORITY	MEASURE OF SUCCESS	INDICATOR	2022 BASELINE	DATA SOURCE
3. Stakeholder and Intergovernmental Relationships	Increased usership of communication options	A. Development of analytics to understand usership (Y/N)	A. Not yet available	Administration
		B. % of usership of communication tools including website	B. Existing website metrics plus other metrics to be developed: (e.g., Third party survey?)	
3. Stakeholder and Intergovernmental Relationships	Stakeholder satisfaction	% satisfaction with municipal communication and relationships (survey)	To be developed	Administration
3. Stakeholder and Intergovernmental Relationships	Increase in proactive involvement in provincial decision-making related to KID	Y/N with description of value added	2022 = unknown	Administration

PRIORITY	MEASURE OF SUCCESS	INDICATOR	2022 BASELINE	DATA SOURCE
4. Organizational Effectiveness	Full six-member Council	Y/N	2021 - Y 2022 - part year	Administration
4. Organizational Effectiveness	Increased clarity and documentation on KID mandate and responsibilities	Y/N (list)	2022 – Y (clarity about purpose and natural person powers)	Administration



