



Municipal Sustainability Plan

January 2018

Killam
ALBERTA



OVERVIEW

The Town of Killam is located within Flagstaff County at the intersection of Highways 36 and 13 in east-central Alberta. With a population of 989 residents (2016 Stats Can), it is a stable community with an average age of 40.3 years, compared to a provincial average of 42.2 years. The community has a full range of services and takes pride in offering a safe, clean, family-friendly way of life for its residents.

In 2008, Town Council developed a Municipal Sustainability Plan (MSP) with input from the community; the document has been updated on a regular basis since then. Town Council and senior administrative staff met January 19-20, 2018 to revisit the MSP. This revised document is intended to refresh the MSP of 2015 and provide direction to municipal staff.

Another important document previously developed is the 2012 Marketing and Communications Plan, which continues to provide guidance to the Town's attraction and retention activities. That outward-facing plan describes a vision intended to guide promotion of the community as well as a statement of its key attraction factors. The vision and mandate developed by Council and staff in January 2018 is a planning document that presents the "way forward" for the current administration.

Killam's Branding and Competitive Advantage

Killam... Life Without Compromise



Competitive advantages

- Clean and attractive... Visually pleasing
- Friendly... Family oriented
- Engaged community
- Regional social and business services
- Quality education
- Environmentally responsible
- Recreation and cultural opportunities
- Safe... Healthy... Small town atmosphere
- Financially stable
- Meaningful jobs
- Opportunities for everyone



GUIDING STATEMENTS

In its January 2018 MSP meeting, and referring to statements from the 2015 MSP, Council discussed its commitment to leadership and how that leadership would be reflected in the manner Council governed itself during its mandate. In doing so, statements of shared values, vision and mission were revisited, revised and ultimately agreed to. These statements track to earlier work while stepping forward with specificity and renewed commitment.

Values

Shared values are the basis for sound planning and decision making. Strong value statements are touchstones that guide Council in its deliberations. Council and administration of the Town of Killam agreed that these values would underpin their work together.

- Safety
- Stability
- Opportunity
- Success
- Honesty
- Integrity

These values are aligned to the competitive advantages used to position Killam for residential and business attraction and retention. This indicates congruence between the external and internal messaging, which supports the community's ability to promote itself as desirable for both residential and business location.

Vision

The vision statement developed is aspirational, stating what the community wants to "be" and why. The Killam brand tagline "*Killam... Life Without Compromise*" is a strong statement that inspires. This vision statement takes that bold statement and carries it one step further.

To be the community that
encourages local and regional growth
and opportunity for all.

Mission Statement

While municipalities have, at their core, a mission to deliver services within their jurisdictions, Council was asked, "As the elected leaders of Killam, what is your mission?" This very focused question prompted Council to develop a mission statement that defines its commitment to residents of the Town of Killam. Council was careful to ensure the mission statement reflects its values, integrating that foundation into how Council work is conducted.

As the Council of the Town of Killam,
we actively lead with vision, respect, honesty and integrity
to provide a safe, successful and stable community
while being fiscally responsible.



FOCUS AREAS

Referring to the MSP update of 2015, Council brought forward five areas for focused effort in the current term, which is to expire in 2021. By planning based on this timeframe, Council will stay concentrated on its collaborative approach to working together. During its mandate, Council will focus on Business and Trade, Community Service, Infrastructure, Recreation and Culture, and Governance. Within each of these areas, Council agreed to a short list of priority work and target completion dates. These targets were then delivered to Administration for operational planning.

FOCUS AREA - Business and Trade

Priority Work	
Empty commercial and industrial lots. There are empty privately-owned lots in town that may be appropriate to be repurposed to build economic capacity.	August 2018
Promote town owned industrial and residential lots.	Feb 2018
Branding, image, and community aesthetics. The Town has a well-developed brand. Increased attention to promotion is needed. <ul style="list-style-type: none"> • Signage to community replaced, with partner support 	June 2020
Possibilities for future work	
Opportunities	Issues
<ul style="list-style-type: none"> • Event leveraging • Municipal campground • Property in industrial area – could be swapped to meet other needs • Empty buildings – potential businesses incubator • Lot beside drugstore could be repurposed as a community, open air, crafts or farmers’ market • Internet capacity is at 15:3 – regional competitive advantage 	<ul style="list-style-type: none"> • Number of empty buildings • Land use bylaw – inappropriate zoning districts need to be addressed • Building facades on main street need refurbishing • Need relocation package



FOCUS AREA - Community Service

Priority Work	
Greater awareness. Killam offers a good range of community services which could be more fully utilized. The public, Council and Staff would benefit from greater awareness.	Fall 2018
Affordable housing. There is a need A need for increased inventory of good quality affordable housing.	Jan 2021
Possibilities for future work	
Opportunities	Issues
<ul style="list-style-type: none"> • We can control users – influence for younger population • Dentists and optometrists to come into our hospital for expanded services • Low income housing – schools and population • \$600,000 for housing (reserve/grant??) • Strong relationships with school and hospital administrators and RCMP • Use our voices around Community Resource Officer 	<ul style="list-style-type: none"> • We don't have control over provincial government policy and regulatory decisions

FOCUS AREA - Infrastructure

Priority Work	
Water reservoir is approaching capacity	Spring 2019
Possibilities for future work	
Opportunities	Issues
<ul style="list-style-type: none"> • Sewer mostly redone • Lagoon is in good shape for expansion to 3 -5k population • Water supply – major aquafer meter hydrant usage • Natural gas utility – town owned and revenue centre – partnership potential • Bulk water station is well located and well utilized • Developed and serviced land, industrial and residential • Town buildings are all in good condition – town hall, fire hall, town shop 	<ul style="list-style-type: none"> • More plastic water lines need replacing • Replacing fire hydrants and valves • Curb stop repairs • Arena roof (interior) needs repair; medium-term need • Water capacity of the aquafer and the reservoir <ul style="list-style-type: none"> ▪ Growth will challenge reservoir capacity • Potable water is currently being used for fire fighting



FOCUS AREA - Recreation and Culture

Priority Work	
Funding partnerships. Secure long-term agreements with neighbouring municipalities and service organizations to create increased sustainability of regional recreational facilities.	Fall 2018
Recreational facilities may not be fully utilized.	Summer 2018
Possibilities for future work	
Opportunities	Issues
<ul style="list-style-type: none"> • Lots of capacity for events • Have hospitality facilities that can support sporting events • Amphitheatre • Build partnerships – daycares, schools, hockey groups, music groups, seniors • The theatre • Parks are a HUGE opportunity • Amazing volunteer base • Work with neighbours for cost savings • Baseball diamond availability 	<ul style="list-style-type: none"> • Competition for funding for facilities • User pay is not viable • Boredom means that people move on from facilities • Aging infrastructure – rec facility 50 + years/ skateboard park is old • Killam has 5 parks that are overbuilt or underused • Operational expenses are high, and costs are going up • Liability insurance is expensive • People’s income levels can limit attendance • The impact of changes is personal; residents are emotionally invested in facilities



FOCUS AREA - Governance

Priority Work	
Build positive and collaborative relationships with other municipal governments which present opportunities for increased efficiencies. (Regional Governance)	Fall 2019
Good relationships with provincial and federal governments.	Ongoing
Regulation review	Dec 2019
Possibilities for future work	
Opportunities	Issues
<ul style="list-style-type: none"> • Policies updated • RCMP has 8 – 10 members who live in and are active in the community • Leverage volunteer funding grants • Solid and diverse Council 	<ul style="list-style-type: none"> • Always changing politics. Recent change from the Progressive Conservative government to the NDP has changed the dynamics for rural municipalities. • Governments are more oriented to cities than to rural issues • Per capita funding disadvantages low populations • Economic factors lead to decreasing population • Minimum wage increases are creating stress for businesses • No direction regarding impending marijuana laws and uncertainty on implementation • Councils – where we want to go – influence – partnerships – need direction • Regional governance <ul style="list-style-type: none"> ▪ Flagstaff Intermunicipal Partnership Study – much uncertainty • Brand new County Council



Killam
ALBERTA

Municipal Sustainability Plan

STRATEGIES

- Tactics
- Timelines
- Commitments
- Proposed budget

2018-2021



Completion Targets 2018-2021																
Strategy	2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business and trade																
Empty Lots • Briefing to council																
Promote land – strategy																
Branding, image, and community aesthetics. • Signage to community																
Community Service																
Lack of knowledge. • Welcome wagon packages • Welcome program																
Affordable housing																
Infrastructure																
Water reservoir strategy																
Recreation and Culture																
Funding partnerships																
Utilization assessment																
Governance																
Regional governance																
Good relationships provincial and federal governments																
Regulation review																

Staff	
Council	



STRATEGIES

FOCUS AREA - Business and trade				
What	Tactics	By When	By Who	Budget
Empty commercial and industrial lots. There are empty privately-owned lots in town that may be appropriate to be repurposed to build economic capacity.	Meeting with landowners to inventory intentions for future development Briefing to council	August 2018	Kim	None
Promote town-owned industrial and residential lots.	Marketing strategy	December 2018	Kim	\$5000 annually
Branding, image, and community aesthetics. The Town has a well-developed brand. Increased attention to promotion is needed.	Signage to community replaced, with partner support <ul style="list-style-type: none">• Concept development with Council• Design options and quotes• Award contract	June 2020		Estimated \$30-40,000



STRATEGIES

FOCUS AREA - Community Service				
What	Tactics	By When	By Who	Budget
Lack of Awareness. Killam offers a good range of community services which could be more fully utilized.	Improve distribution and timeliness of Welcome Wagon package delivery. <ul style="list-style-type: none"> Decision to be made on roles and responsibilities 	March 2018 Council meeting	Kim – Lead	TBD based on decision point
	Utilize existing communication tools to create public, Council and staff awareness of all services offered in the community.	Ongoing	Office staff	Operational
Affordable housing. A need for an increased inventory of good quality affordable housing.	Council to communicate needs and concerns with Flagstaff Regional Housing Group to determine if there is a desire to pursue affordable housing options.	December 2018	Council	Operational

FOCUS AREA - Infrastructure				
What	Tactics	By When	By Who	Budget
Water reservoir in approaching capacity.	Water reservoir strategy <ul style="list-style-type: none"> Review 2017 Water Treatment Study to find references to water reservoir capacity. Brief Council for a decision on next steps 	Spring 2019	Dean	TBD after Study review



STRATEGIES

FOCUS AREA - Recreation and Culture				
What	Tactics	By When	By Who	Budget
Funding partnerships. Secure long-term agreements with neighbouring municipalities and service organizations to create increased sustainability of regional recreational facilities.	Educate Killam Council and other Councils in the region about the fiscal realities of operating regional recreational facilities.	Fall 2018	Char/Kim	Operational
	Educate service organizations in the region about the fiscal realities of operating regional recreational facilities.	Fall 2018	Char/Kim	Operational
	Continue to source grant funding for regional recreational facilities.	Ongoing	Char	Operational
	Re-evaluate funding strategies following discussions with Councils and service organizations.	2019	Rec Board/ Council	Operational
Recreational facilities may not be fully utilized.	<p>Conduct a cost/benefit analysis of recreational facilities.</p> <ul style="list-style-type: none"> • Playgrounds, ball diamonds, year-round use of seasonal facilities and others. • Consider potential off-leash park <p>Review existing studies and publications as part of the cost/benefit analysis.</p> <p>Public survey to gauge importance of specific facilities.</p>	December 2019	Dean/Char	Operational



STRATEGIES

FOCUS AREA - Governance				
What	Tactics	By When	By Who	Budget
Build positive and collaborative relationships with other municipal governments which present opportunities for increased efficiencies. (Regional Governance)	Hold a conversation with Council and Town staff about municipal collaboration opportunities for service delivery.	Fall 2018	Council and Staff	Operational
	Explore new collaboration methods including regional fire services society, shared employees, joint operations recreation facilities.	Fall 2019	Kim and department heads	
	Monitor and communicate on progress of Flagstaff Intermunicipal Partnership regional government study.	Ongoing	Council representative	
Good relationships with provincial and federal governments.	<p>Communicate strategically with other orders of government on Killam's priorities.</p> <p>Leverage AUMA sessions that give face-to-face opportunities with elected officials.</p>	Ongoing	Council	Operational \$5000-10,000 annually
Regulation review.	<p>Bylaw review.</p> <ul style="list-style-type: none"> • Hire consultant 	Dec 2019		\$12,000
	<p>Land Use Plan.</p> <ul style="list-style-type: none"> • Hire consultant. • Amend land use bylaw as required 	Dec 2019		\$30,000