



ALBERTA



Town of Killam

Municipal Sustainability Plan



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1.0 Introduction

This plan is a guiding document to provide direction to the Town staff as they prepare capital and operating budgets to reflect the funding and resources required to accomplish the strategic goals of Council. The Municipal Sustainability Plan (MSP) is reviewed annually as part of the budgeting process and administration measures how and when the initiatives are being accomplished.

The MSP was originally created in 2008 with community consultation. Five dimensions were identified as an acceptable way of organizing strategic priorities to link Killam’s Vision to a manageable number of strategies and the organizational capacity to achieve the Success Factors and outcomes.

Town council undergoes a facilitated strategic planning workshop following each municipal election and updates the strategic priorities and objectives of the MSP.

In December of 2012 a marketing and communications plan was developed for the Town of Killam with community consultation. This is a key document to assist Town Council in fostering and achieving the strategic vision and goals for the municipality.

2.0 Vision



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Killam Life Without Compromise . . .

- ✓ 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

Killam would like to retain its small town atmosphere and have a growing population consisting of a variety of housing types and new commercial businesses. Killam recognizes, and will promote, the advantages of its community spirit, useful location and ample regional services that do not require newcomers to sacrifice lifestyle or comfort if they move to the region,



3.0 KEY ISSUES AND OPPORTUNITIES

3.1 Key Issues

3.1.1 Economic

- Cost of servicing land available for development.
- High property taxes.
- Provincial government may strongly encourage or enforce regionalization or amalgamation.

3.1.2 Governance

- The Town enjoys a strong working relationship with its neighbours and opportunities for inter-municipal funding for services provided should continue to be explored.
- The Town needs to develop and implement a plan that will ensure the viability of the Town, while being proactive in addressing long term infrastructure and development related issues.
- The Town strives to be a leader in the region in building trust and supportive relationships with neighbouring municipalities.

3.1.3 Environmental

- The Town has an aging infrastructure which must be maintained to ensure safety of municipal services.
- The Town must plan and develop new infrastructure to support growth and provide services to residents and businesses.



3.1.4 Social

- The Town wishes to develop a community that is engaged and culturally diverse in meeting the needs of people of all ages.
- Social services may be in more demand.

3.1.5 Recreation and Cultural

- The Town faces high costs in maintaining and operating its recreation facilities and providing programs.
- The Town needs to identify its role in the region for providing a broad range of community services.



3.2 Key Opportunities

3.2.1 Economic

- The Town will build on opportunities for residential growth which may be generated from economic activity in the region.
- The Town will seek new opportunities for light industry and commercial businesses within Killam, to increase future job opportunities for residents.
- The Town will identify the building needs of both seniors housing and affordable housing which will enable residents to remain in Killam.



3.2.2 Governance

- The Town must identify options through which to keep tax increases to a minimum while at the same time improving aging infrastructure.
- Enjoy a good working relationship with our neighbouring municipalities – including Flagstaff and other neighbouring Counties.

3.2.3 Environmental

- The Town will maximize available grant funding allocated to assist municipalities to deal with rehabilitation of municipal infrastructure.
- The Town will pursue viable recycling options.

3.2.4 Social

- In cooperation with other stakeholders, the Town will examine mechanisms to enhance existing services to Town residents.
- Encourage participation in community activities & events.



3.2.5 Recreation and Cultural

- Enhance the overall self-sufficiency of Killam and its residents by offering quality of life services through collaboration with local groups.
- The Town will enhance cultural opportunities.



4.0 STRATEGIC PRIORITIES AND SUCCESS FACTORS

Through the deliberations and discussion which focused on Killam’s vision for the future, the following are the strategic priorities and success factors organized under the five dimensions of a sustainable community.

4.1 Strategic Priorities - Economic

4.1.1 Continue participation in economic development in the region



Success Factors



- Killam will be investment ready - seen as a viable location for new business
- Killam will be “shovel ready” and prepared for new business
- Increased non-residential assessment will offset tax increases



4.1.2 Support the business community and create the supports for business to thrive

Success Factors

- Killam is a regional business hub
- Successful businesses inspire more business

4.1.3 Ensure adequate selection of residential lots

Success Factors

- More lots are serviced and ready
- Population is increasing
- Increased residential assessment



4.1.4 Explore alternate sources of revenue

Success Factors

- Tax burden to individual property owners is reduced or maintained.



4.2 Strategic Priorities – Governance

4.2.1 Enhance regional partnerships within and outside of Flagstaff County

Success Factors

- It is more evident the public accepts there are no boundaries



4.2.2 Advocate to other levels of government

Success Factors

- Killam becomes a model for regional cooperation
- Other governments are more interested in working with Killam



4.2.3 Engage the community in governance

Success Factors

- Adequate number of candidates for Municipal Council and Boards
- Citizen participation and attendance at Public Town Hall Meetings and Council Meetings.

4.2.4 Explore different governance options for Council, Boards and committees

Success Factors

- Local government is more equitable, cost effective and regionally efficient

4.2.5 Conduct a general Bylaw review

Success Factors

- Bylaws will be streamlined and up to date
- More efficient governance.



4.3 Strategic Priority – Environmental/Infrastructure

4.3.1 Ensure public works has the tools and resources to be as efficient and cost effective as possible



Success Factors

- Public Works is using technology, such as Wi-Fi, where feasible, that results in more timely access to information for decision making
- Less paperwork

4.3.2 Invest in and maintain infrastructure

Success Factors

- Infrastructure meets the needs of the community
- Infrastructure attracts people and business to the community



4.3.3 Killam will be a good steward of the environment

Success Factors

- Seen to be a leader in recycling
- More energy efficient
- Green community attracts people



4.4 Strategic Priority – Social

4.4.1 Recognize and enhance the volunteer sector in the region

Success Factors

- Inspired and motivated volunteers with more and new volunteers, as well as the engagement of seniors
- More community programs
- Community groups are integrated



4.4.2 Promote open communication to create opportunities for health and education partnerships



Success Factors

- Improved health care, and better access to it, for residents in the region
- Better options and quality of education in the region, with a focus on the student.
- Better integration of the school into the community and vice versa



the region

4.4.3 Attract and retain engaged residents to



Success Factors

- Population growth: families with children, seniors and youth
- Workforce supply for business
- New clubs and service groups
- Quality of life – have achieved “life without compromise”



4.5 Strategic Priority – Recreation and Cultural

4.5.1 Maximize the use of recreation facilities and parks

Success Factors

- Improved physical and psychological well-being for residents

4.5.2 Define community services

Success Factors

- More cohesive groups working together with defined goals (Rec Board, Council, Ag Society, user groups)
- More people want to move to the region



4.5.2 Define Killam's role in providing cultural activities in the region

Success Factors

- Niche is identified and Killam's role is clear





5.0 STRATEGIES, SUCCESS FACTORS, AND ACTIONS

Updated February 2016

5.1 Economic

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Economic Strategic Priority 5.1.1 Continue participation in economic development for the region			
Success Factors <ul style="list-style-type: none"> ▪ Killam will be investment ready - seen as destination for new business ▪ Killam will be “shovel ready and prepared for new business ▪ Increased non-residential assessment will offset tax increases 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> • Be an active member of BRAED and VMHA 	Council	Ongoing	\$600 fee Project based
<ul style="list-style-type: none"> • Explore the options of hiring a contractor to assist with Economic Development 	Admin	Summer 2016	
<ul style="list-style-type: none"> • Participate in the development of the Regional Economic Development Strategy with the other Flagstaff region municipalities 	Council	Dec 2017	
<ul style="list-style-type: none"> • Market all industrial and residential vacant, serviced land through the hiring of a realtor 	Admin	Summer 2016	
<ul style="list-style-type: none"> • Make Killam ‘Investment Ready’ by keeping all literature, videos, attraction pieces up to date 	Admin	Ongoing	
Actions Taken: <ul style="list-style-type: none"> • Council has a representative on both committees as well as the Eastern Alberta Trade Corridor. • We have a completed community video on U-tube and it is available on USB sticks and on website. • Town literature is up to date 			

Economic Strategic Priority 5.1.2 Support the business community and create the supports to thrive			
Success Factors <ul style="list-style-type: none"> ▪ Killam is a regional business hub ▪ Successful businesses inspire more business 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Explore potential incentive programs for new business 	CAO & Council	Complete	Nil



<ul style="list-style-type: none"> Engage the business community to see what they want and need to promote our businesses (Chamber) 	Council	Ongoing	Nil
<ul style="list-style-type: none"> Support research efforts for childcare options for the Flagstaff region. 	Council	Complete	
<ul style="list-style-type: none"> Encourage and assist business community with development of a succession strategy 	Council	Ongoing	
Actions Taken: <ul style="list-style-type: none"> Killam took part in the BRAED Business Walk Pilot Project on Oct 23. Business leaders provide information on how the town can help promote them Daycare Committee created Co-operative group created with the potential of assisting new business owners Assist with hiring presenters on business succession related topics. 			
Economic Strategic Priority 5.1.3 Ensure adequate selection of residential lots			
Success Factors <ul style="list-style-type: none"> More lots are serviced and ready Population is increasing Increased residential assessment 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Determine immediate needs and costs 	Council	Complete	Nil
<ul style="list-style-type: none"> Create a long term plan for residential lots and types of housing 	Council	Complete	Nil
Actions Taken: <ul style="list-style-type: none"> New residential subdivision is underway Contract private contractors regarding possible spec building of duplexes for adult housing 			

Economic Strategic Priority 5.1.4 Explore alternate sources of revenue			
Success Factors <ul style="list-style-type: none"> Tax burden to property owners is reduced (not having to increase taxes) 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Speak with other municipalities to see what types of revenue they are tapping into, e.g. bulk water, gas, fibre optics 	CAO	Dec 2016	Nil
<ul style="list-style-type: none"> Engage the business community to see what they want and need to promote our businesses (Chamber) 	Council	Fall 2016	
Actions Taken: <ul style="list-style-type: none"> Business walk took place Oct 23, 2014. We will do another in fall 2016. 			



5.2 Governance

Governance			
Strategic Priority 5.2.1 Enhance regional partnerships within and outside of Flagstaff County			
Success Factors			
<ul style="list-style-type: none"> ▪ It is more evident that the public accepts there are no boundaries 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Introduce the concept of regional partnerships at FIP strategy session 	Council	Complete	Nil
<ul style="list-style-type: none"> ▪ Initiate discussions with non-Flagstaff municipalities 	Council & CAO	Feb 2016	Nil
<ul style="list-style-type: none"> ▪ Continue informal discussions with Flagstaff municipalities 	Council & CAO	Fall 2016	
Actions Taken: <ul style="list-style-type: none"> • Town of Killam has agreed to participate in an ACP grant application to do a regional governance study. • We have also approved to participate in an ACP grant to hire a joint safety officer • Need to extend a supper invite to the Town of Viking – Compare agreements, garbage options, pool info, etc. • Town of Killam introduced the idea of a Generative Conversation model to FIP – presentation being made at Feb FIP meeting and grant may be available to us for follow-up • Extend a supper meeting invitation to Sedgewick again in the Fall of 2016 			

Governance			
Strategic Priority 5.2.2 Advocate to other levels of government			
Success Factors			
<ul style="list-style-type: none"> ▪ Killam becomes a model for regional cooperation ▪ Other governments are more interested in working with Killam 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Tell Killam’s story when opportunity presents. 	Council & CAO	Ongoing	Nil
Actions Taken: <ul style="list-style-type: none"> • Ongoing conversations with AHS • Ongoing conversations with Alberta Municipal Affairs 			



Governance			
Strategic Priority 5.2.3 Engage the community in governance			
Success Factors			
<ul style="list-style-type: none"> ▪ Adequate number of candidates for Municipal Council and Boards ▪ Citizen participation and attendance at Public Town Hall Meetings and Council Meetings. 			
Strategies	Who	When	Budget
▪ Encourage two-way communication with residents	CAO & Council	Ongoing	Nil
▪ Develop communication tools	CAO & Council	Ongoing	Nil
▪ Hold Focus Groups meetings annually	CAO & Council	Annual	
▪ Public Bulletin Board	CAO	Dec 2016	
Actions Taken:			
<ul style="list-style-type: none"> • Surveys, Town Facebook page, Website, Utility bills stuffers, Quarterly newsletter, Communication with local newspaper • New Town Hall Meeting Format • Looking into a texting Communications program for residents 			

Governance			
Strategic Priority 5.2.4 Explore different governance options for Council, Boards and committees			
Success Factors			
<ul style="list-style-type: none"> ▪ Local government is more equitable, cost effective and regionally efficient 			
Strategies	Who	When	Budget
▪ Encourage a governance review/concept of regional governance through FIP, e.g. shared committee review.	Council	Complete	Nil
▪ Explore concept of regional governance at the FIP level	Council	Currently	
Actions Taken:			
<ul style="list-style-type: none"> • Phase 1 of Reg. Gov. Study is now complete. Going ahead with phase 2 to explore different governance options. • Town of Killam introduced the idea of a Generative Conversation model to FIP – grant funding received and conference calls continue. 			



Governance			
Strategic Priority 5.2.5 Conduct a general Bylaw review			
Success Factors			
<ul style="list-style-type: none"> ▪ Bylaws will be streamlined and up to date ▪ More efficient governance 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Determine a consultant to conduct the review 	CAO	Dec 2018	TBD
Actions Taken:			

5.3 Environmental and Infrastructure

Environmental and Infrastructure			
Strategic Priority 5.3.1 Ensure public works has the tools and resources to be as efficient and cost effective as possible			
Success Factors			
<ul style="list-style-type: none"> ▪ Public Works is using technology such as Wi-Fi, where feasible, that results in more timely accessibility to information and decisions ▪ Less paperwork 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Develop a plan to determine efficiencies 	CAO/PW	Complete	Nil
Actions Taken:			
<ul style="list-style-type: none"> • In the midst of having all PW information on a GIS system, PW staff have app on phones to access the GIS information 			

Environmental and Infrastructure			
Strategic Priority 5.3.2 Invest in and maintain infrastructure			
Success Factors			
<ul style="list-style-type: none"> ▪ Infrastructure meets the needs of the community ▪ Infrastructure attracts people and business to the community 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Create and maintain an up to date infrastructure replacement program. 	CAO/PW	Ongoing	TBD
<ul style="list-style-type: none"> ▪ Equipment capital replacement program 	CAO/PW	Ongoing	TBD
<ul style="list-style-type: none"> ▪ Determine how to analyze options for connectivity 	CAO/PW	Dec 2016	
Actions Taken:			
<ul style="list-style-type: none"> • The Infrastructure Replacement plan for the next 3 years is complete. • Last phase to televise all sewer lines to see about deficiencies and repairs/replacement necessary will be completed • A water infrastructure study was completed in 2012 and is being used as a 			



resource to keep our 3-year infrastructure replacement plan up to date on a year to year basis.

- Wi-Fi is now available at the Agriplex, Arena & Community Hall
- Looking into fibre optics internet

**Environmental and Infrastructure
Strategic Priority 5.3.3 Killam will be a good steward of the environment**

Success Factors

- Seen to be a leader
- More energy efficient
- Green community attracts people

Strategies	Who	When	Budget
▪ Issue RFP for a consultant to prepare a recommendation and identify best practices for energy efficiency	Council & CAO	Oct 2016	\$25,000+
▪ Explore different energy efficiency options – solar panels, geo-thermal, etc.			
▪ Determine options for waste disposal	CAO/PW	Jan 2016	Nil
▪ Continue to look for better recycling options for municipal citizens	CAO/PW	Complete	Nil
▪ Look into making the recycling area better for residents – possibly more bins better location, etc.	CAO/PW	June 2016	

Actions Taken:

- Flagstaff Waste Management has just implemented a new co-mingled recycling program.
- Town of Killam is helping to educate and promote the program
- Branch depot has been set up at the Composting bin
- Look into recycling bins and usage and determine if more bins are need in a cost effective options – do they need to be moved to accommodate more?



5.4 Social

Social			
Strategic Priority 5.4.1 Recognize and enhance the volunteer sector in the region			
Success Factors			
<ul style="list-style-type: none"> ▪ Inspired and motivated volunteers with more and new volunteers, and engagement of seniors ▪ More community programs ▪ Community groups are more integrated 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Determine the appropriate way to recognize leaders of community groups on an annual basis where budget permits 	Council	Annually	TBD
<ul style="list-style-type: none"> ▪ Work with community groups to develop a mechanism to recognize all community volunteers 	Council	Dependent on Budget	TBD
Actions Taken:			
<ul style="list-style-type: none"> • The Community Builder’s Event was held on January 22, 2015 and was a great success. Over 300 invitations were mailed out and 120 volunteers accepted and attended the event. Hold again in 2017 			

Social			
Strategic Priority 5.4.2 Promote open communication to create opportunities for health and education partnerships			
Success Factors			
<ul style="list-style-type: none"> ▪ Improved health care, and better access to it, for residents in the region ▪ Better options and quality of education in the region, with a focus on the student ▪ Better integration of the school into the community and vice versa 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> ▪ Dialogue with leaders/management of Killam school and the Battle River School Division to determine ways to work together 	Council	Ongoing	Nil
<ul style="list-style-type: none"> ▪ Engage/communicate with students at Killam school when the opportunity arises 	Council	Ongoing	Nil
<ul style="list-style-type: none"> ▪ Dialogue with leaders/management of Killam hospital and Covenant Health to determine ways to work together 	Council	Ongoing	Nil
Actions Taken:			
<ul style="list-style-type: none"> • Active member of the Physician Recruitment & Retention Committee • A member of the Camrose PCN and Kalyna PCN • Have attended meetings with local health board • Mayor met with Principal • Junior Achievement • Notify Principal that Town will give regards are school events and functions if they wish 			



Social			
Strategic Priority 5.4.3 Attract and retain engaged residents to the region			
Success Factors			
<ul style="list-style-type: none"> ▪ Population growth: families with children, seniors, youth ▪ Workforce supply for business ▪ New clubs and service groups ▪ Quality of life – have achieved “life without compromise” 			
Strategies	Who	When	Budget
▪ Follow-up with new residents after 6 months of moving to town – how did we do?	Admin	Ongoing	
▪ Hold focus groups annually – advertise for people to submit an interest if they want to participate	Admin	Fall 2016	
▪ Explore AUMA’s Welcoming & Inclusive Communities program as well as other programs such a “Return to Rural”	Admin	Dec 2016	
▪ Attend tradeshow with a booth representing Killam	Admin/ Council	Dec 2016	
▪ Market Killam through use of billboards	Admin		
Action Taken:			
<ul style="list-style-type: none"> • Partner with Flagstaff County • Look into the Calgary tradeshow for new residents to Canada • Once new residential subdivision costs are in – advertise the subdivision on Bedevil billboards. 			

5.5 Recreation and Cultural

Recreation and Cultural			
Strategic Priority 5.5.1 Maximize the Use of Recreation Facilities and Parks			
Success Factors			
<ul style="list-style-type: none"> ▪ Improved physical and psychological well-being for residents 			
Strategies	Who	When	Budget
▪ Determine program growth and program removal opportunities	CAO, Dir. Of CS & Rec Brd	Ongoing	Nil
▪ Determine if a new survey is required for all of community services (recreation, Parks, culture or whether the existing information is sufficient	Dir CS & Rec Board.	Apr 2014 - Complete	Nil
▪ Do an inventory of registered recreational programs that are not offered locally and help promote them	Dir CS	Nov 2014 - Complete	Nil
Actions Taken:			



Recreation and Cultural Strategic Priority 5.5.2 Define Community Services			
Success Factors <ul style="list-style-type: none"> More cohesive groups working together with defined goals (Rec Board, Council, Ag Society, user groups) More people want to move to the region 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Determine if Rec Board should be redefined to include all aspects of community services 	Rec Board	ASAP	Nil
<ul style="list-style-type: none"> Create an organizational structure for the community services department 	CAO/Dir CS	Complete	Nil
<ul style="list-style-type: none"> Dialogue with the Recreation Board Members to see how things are proceeding 	Council	Spring 2016	Nil
<ul style="list-style-type: none"> Hold a Recreation/Culture Strategic Planning Session with the current Rec Board Members 	Dir CS	2016	
<ul style="list-style-type: none"> Work to have various community groups interact with each other (not just recreation groups) 	Dir CS	2016	
Actions Taken: <ul style="list-style-type: none"> This question still needs to be asked. Rec Board and Council approved the Comm. Serv. Org. chart in Nov. 2014. 			

Recreation and Cultural Strategic Priority 5.5.3 Define Killam's role in providing cultural activities in the region			
Success Factors <ul style="list-style-type: none"> Niche is identified and Killam's role is clear 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Do an inventory of cultural clubs, organizations and events in the region 	Dir CS	Complete	Nil
<ul style="list-style-type: none"> Define Culture and what it means to the residents of Killam 			
<ul style="list-style-type: none"> Reach out to cultural clubs and organizations to see how we can collaborate with them 	Dir. CS	Dec 2016	Nil
Actions Taken: <ul style="list-style-type: none"> More work to be done Address the definition of Culture & Community Services through the Strategic Planning Session of the Recreation Board 			



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