



*Amended October 17 Bylaw #886
and December 17 Bylaw #891*

Municipal Development Plan



The Town of
Killam





Table of Contents

PART ONE: BACKGROUND AND PURPOSE	6
SECTION 1: BACKGROUND	6
SECTION 2: GOALS AND POLICIES	6
PART TWO: PHYSICAL ENVIRONMENT	7
SECTION 3: MAPS	7
SECTION 4: POPULATION PROJECTIONS	11
SECTION 5: GOALS	12
SECTION 6: POLICIES	12
PART FOUR: RESIDENTIAL DEVELOPMENT	14
SECTION 7: GOALS	14
SECTION 8: POLICIES	14
PART FIVE: COMMERCIAL DEVELOPMENT	15
SECTION 9: GOALS	15
SECTION 10: POLICIES	15
PART SIX: INDUSTRIAL DEVELOPMENT	16
SECTION 11: GOALS	16
SECTION 12: POLICIES	16
PART SEVEN: TRANSPORTATION	17
SECTION 13: GOALS	17
SECTION 14: POLICIES	17
PART EIGHT: UTILITIES AND SERVICING	18
SECTION 15: GOALS	18
SECTION 16: POLICIES	18
PART NINE: OPEN SPACES AND NATURAL AREAS	19
SECTION 17: GOALS	19
SECTION 18: POLICIES	19
PART TEN: COMMUNITY DEVELOPMENT	20
SECTION 19: GOALS	20
SECTION 20: POLICIES	20



PART ELEVEN: ECONOMIC DEVELOPMENT	21
SECTION 21: GOALS	21
SECTION 22: POLICIES	21
PART TWELVE: EDUCATION	22
SECTION 23: GOALS	22
SECTION 24: POLICIES	22
PART THIRTEEN: INTER-MUNICIPAL COOPERATION	23
SECTION 25: GOALS	23
SECTION 26: POLICIES	23
PART FOURTEEN: ADMINISTRATIVE MATTERS	24
SECTION 27: INTERPRETATION	24
SECTION 28: IMPLEMENTATION	24
SECTION 29: AMENDMENT	24
SECTION 30: REVIEW	24
SCHEDULE 1: COMMUNITY CONSULTATION	25



Part One: Background and Purpose

Section 1: Background

- 1.1 The Municipal Government Act, Statutes of Alberta, 1994 (as amended) states that municipalities with a population of 3,500 or less may prepare and adopt a municipal development plan (MDP). The Act states that an MDP must address future land use and development in the municipality, the provision of municipal services and facilities, and inter-municipal issues such as future growth areas and the co-ordination of transportation systems and infrastructure.
- 1.2 The overall purpose of the Killam Municipal Development Plan (MDP) is to guide future growth and development to ensure that it is sustainable, orderly, appropriate, complementary, efficient, and that it enhances the quality of life for the citizens of Killam.
- 1.3 The MDP is primarily a policy document that can be utilized as a framework which both public and private sector decision making can occur. As a policy document it is, for the most part, general in nature and long range in its outlook. The MDP provides the means whereby Council can evaluate immediate situations or proposals in the context of a long range plan for Killam.

Section 2: Goals and Policies

- 2.1 The goals and policies of the MDP apply to land within the Town boundary, and are intended to:
 - 2.1.1 Protect and enhance past physical characteristics and traditions;
 - 2.1.2 Guide the orderly and systematic physical growth of the community;
 - 2.1.3 Establish the desirable qualitative and quantitative direction for future community development;
 - 2.1.4 Identify major current and potential constraints, issues and opportunities such as the need for jobs, variety in housing types and densities, and infrastructure expansion, amongst others;
 - 2.1.5 Define strategies for achieving the Town's aspirations and set priorities for the near and long term future.
 - 2.1.6 Establish policies and recommendations that will delineate how the Town can move towards achieving its goals; and
 - 2.1.7 Be consistent with Provincial Land Use Policy.
- 2.2 Any goals or policies related to lands outside Town boundaries are statements of future intent or preference.



Part Two: Physical Environment

Section 3: Maps

- 3.1 Map 1 shows recent aerial photography of Killam.
- 3.2 Map 2 identifies land use opportunities and constraints for Killam.
- 3.3 Map 3 identifies future land uses as envisioned by the Municipal Development Plan.



Map 1 – Killam Aerial Photo







Schedule "A"

Map 2 – Killam Development Opportunities

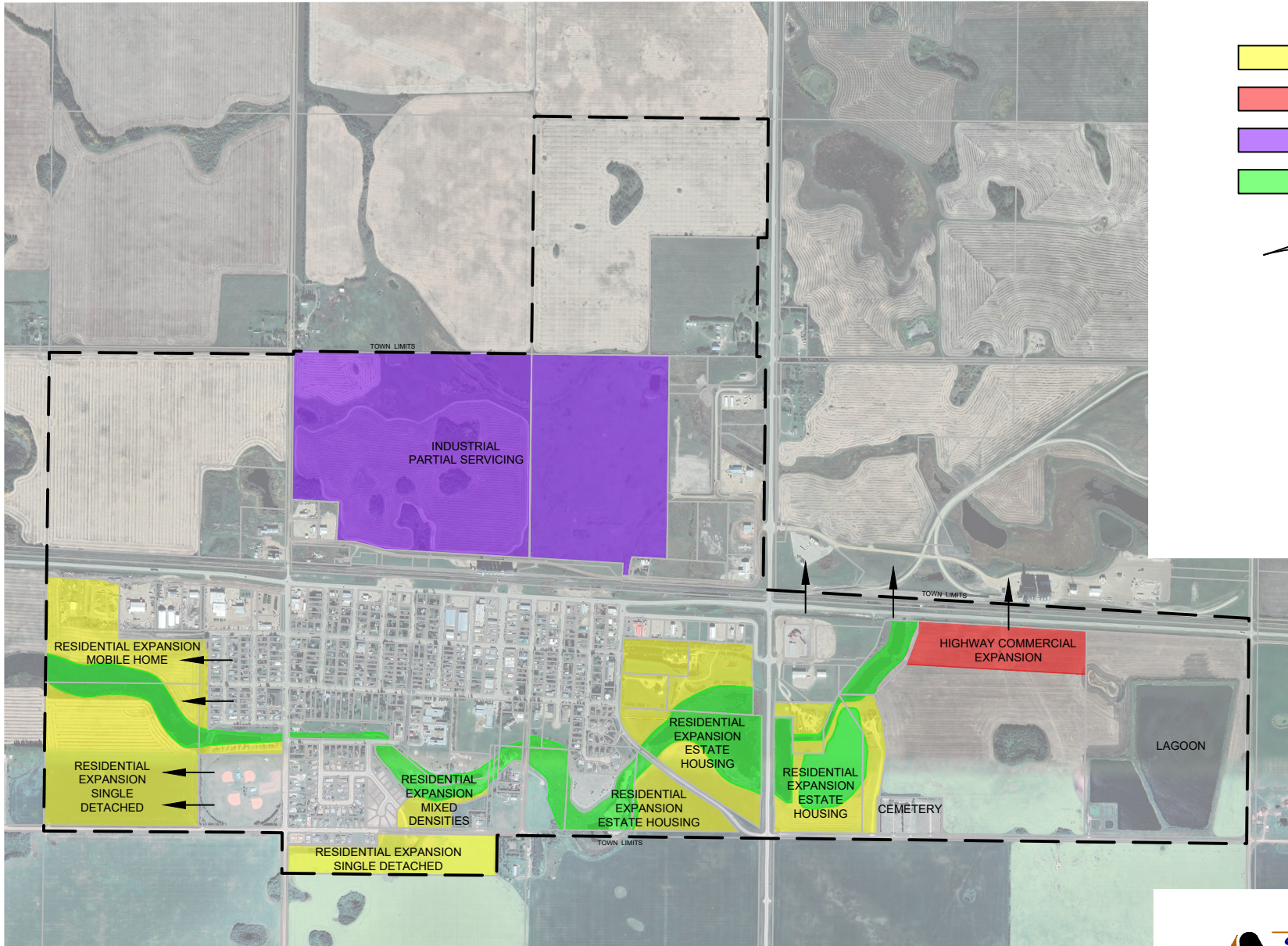
Town of Killam

DEVELOPMENT OPPORTUNITIES

-  RESIDENTIAL EXPANSION
-  COMMERCIAL EXPANSION
-  INDUSTRIAL EXPANSION
-  GREEN SPACE



SCALE 1:20,000
AUGUST 2024

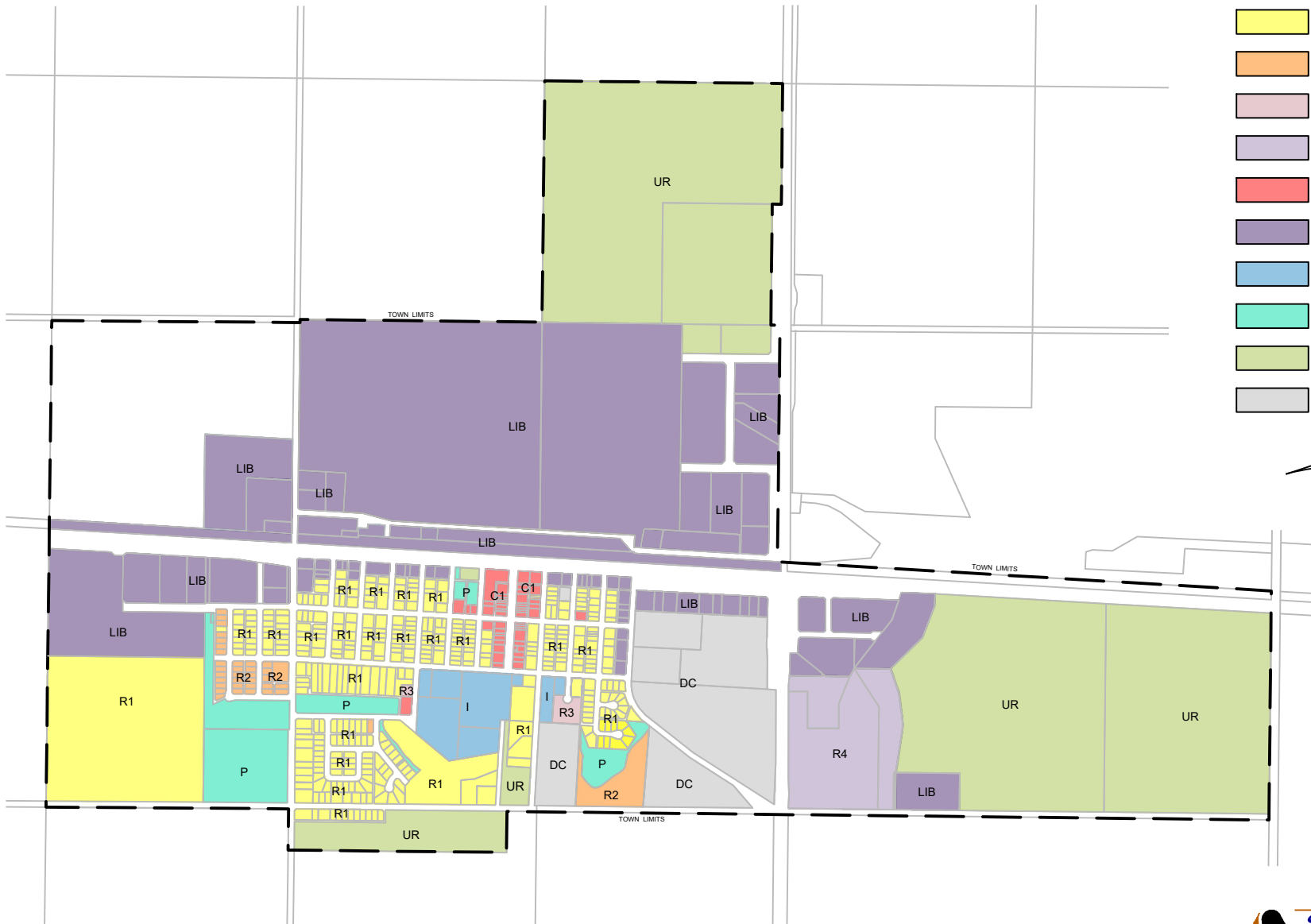


Schedule “B”

Map 3 – Killam Future Land Use Concept

Town of Killam

FUTURE LAND USE DISTRICT MAP



- R1 - GENERAL RESIDENTIAL
- R2 - MOBILE HOME SUBDIVISION
- R3 - MULTIFAMILY RESIDENTIAL
- R4 -LOW DENSITY RESIDENTIAL
- C1 - CENTRAL COMMERCIAL
- LIB - LIGHT INDUSTRIAL BUSINESS DISTRICT
- I - INSTITUTIONAL
- P - PARKS
- UR - URBAN RESERVE
- DC - DIRECT CONTROL



SCALE 1:20,000
AUGUST 2024



Section 4: Population Projections

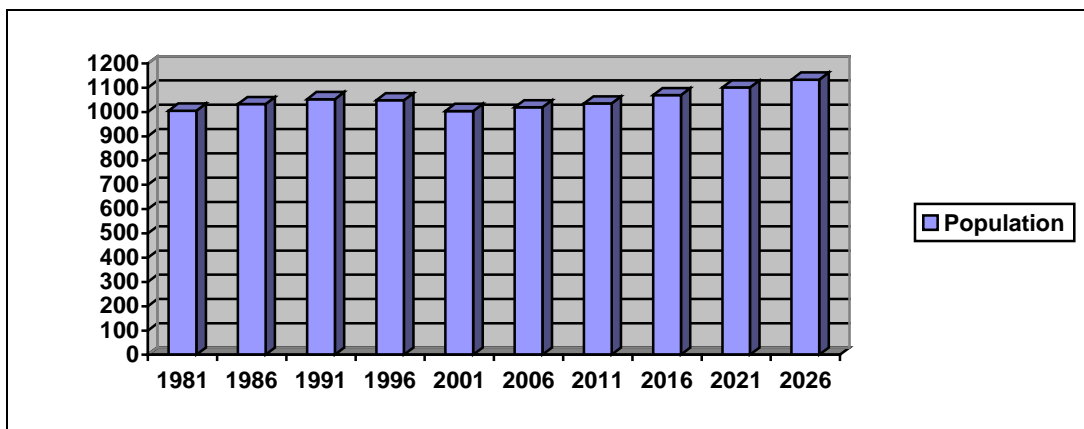
- 4.1 Figure 1 illustrates the population for the Town of Killam since 1981, and anticipates the population trending slightly upward to 2026.

The chart shows that over the past 25+ years, the Town has experienced no population growth.

Through this period, building permit activity has remained consistent, however population increase has been modest due to lower rates of persons per occupied dwelling, from a population per dwelling figure of 3.0 persons per dwelling in 1981 to 2.3 persons per dwelling in 2006.

In determining the projected population of Killam moving forward, it is estimated that four (4) dwellings per year will be added, while the population per dwelling will decrease slightly from 2.3 persons per dwelling in 2006 to 2.2 persons per dwelling in 2026.

Figure 1 - Historical Population and Projected Population 1986 to 2026



- 4.2 The Town of Killam has undertaken an analysis to determine what types of development would be desired to have growth exceed that which is projected for the community. The municipality, through public consultation, has identified that that development arising from young families and retirees seeking a small-Town lifestyle with adequate services, and driven by the small scale manufacturing and industrial service sector seeking skilled labour, is desired by the community.
- 4.3 In reviewing recent development permit activity, Killam has witnessed a significant increase in dwelling unit construction activity, with approximately five dwelling units being built annually.



Part Three: Setting the Stage for Growth

Section 5: Goals

- 5.1 To ensure the orderly, complementary, contiguous, and efficient development of the physical environment within Killam.
- 5.2 To identify future growth needs and directions for Killam and endeavour to ensure an adequate supply of developable land.
- 5.3 To undertake community consultation through the preparation of a community Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and Community Visioning Session.

Section 6: Policies

- 6.1 All development and subdivision of land shall, whenever possible, adhere to the goals and policies of this plan and follow the land use concepts as shown on Map 2 and Map 3.
- 6.2 Development and subdivision proposals that do not comply with the goals and policies of this plan will be evaluated on their merits. The Town may consider amending this plan to accommodate proposals it deems acceptable.
- 6.3 A high level of quality and aesthetic appeal will be encouraged in all development and redevelopment.
- 6.4 The Town may require the preparation of an area structure plan (ASP) or other non-statutory plan, acceptable to Council, before subdivision and/or development of any large tract of land is permitted to proceed.
- 6.5 The Town may require the preparation of an area redevelopment plan (ARP) or other non-statutory plan, acceptable to Council, before the subdivision and/or redevelopment of any large tract of land is permitted to proceed.
- 6.6 Area structure plans and area redevelopment plans adopted by council must be consistent with this plan.
- 6.7 The Land Use Bylaw and all non-statutory plans and policies adopted by Council should be consistent with this plan.
- 6.8 The Town should give consideration to the following matters when reviewing proposed developments and/or amendments to the Land Use Bylaw.



- 6.8.1 Goals and policies of this and other applicable statutory and non-statutory plans and/or policies adopted by Council;
 - 6.8.2 Views of the public;
 - 6.8.3 Physical characteristics of the subject and adjacent land;
 - 6.8.4 Use of other land in the vicinity;
 - 6.8.5 Availability of and possible impact on public and private utilities;
 - 6.8.6 Access to and possible impact on transportation systems;
 - 6.8.7 Overall design; and
 - 6.8.8 Any other matters which, in the opinion of Council, are relevant.
- 6.9 In compliance with the *Subdivision and Development Regulation*, pursuant to the *Municipal Government Act*, no applications for subdivisions and/or development of schools, hospitals, food establishments, or residences will be approved within 300 metres of the working areas of Town Sewage Lagoon without the written consent of the Deputy Minister of the Department of Environmental Protection.
- 6.10 Higher utilization of existing infrastructure is encouraged through the appropriate infill development.
- 6.11 The Town will endeavour to maintain an adequate supply of serviceable land.
- 6.12 The Town may assume a role in land development, including acquisition, servicing and subdivision, in order to ensure an adequate supply of land.
- 6.13 Upon the subdivision of land, the Town will require the provision of reserves; in the form of land, money, or a combination thereof; to the maximum amount provided for in the *Municipal Government Act*.
- 6.14 New development and re-development will be required to pay its fair share of expanding existing or creating new public facilities and services (water, sewer, stormwater, roads and other community facilities).



Part Four: Residential Development

Section 7: Goals

- 7.1 A mixture of residential densities and tenure will be encouraged in all neighbourhoods so that a variety of housing is available.
- 7.2 High quality housing design, layout, site amenities and development will be promoted for all new residential housing projects.
- 7.3 Housing affordability will be encouraged to support the needs of first time home buyers, singles, lone-parents, seniors and persons with disabilities.
- 7.4 Encourage infill development by creating smaller lots and higher densities.
- 7.5 Provide for separation and buffering of residential neighbourhoods from incompatible land uses.

Section 8: Policies

- 8.1 Map 2 and Map 3 identifies existing and future residential areas.
- 8.2 In residential areas, upon subdivision, it is the Town's preference that the provision of reserves is in the form of land in order to provide adequate buffering, open spaces, and school sites.
- 8.3 Although detached housing will be the dominant housing type, the Town supports the provision of a wide range of housing types in order to meet all of its housing needs.
- 8.4 Higher density housing is encouraged to develop small clusters with good access to major roads. Consideration should also be given to proximity to schools, open spaces and community facilities.
- 8.5 The maximum residential density should be approximately 16 dwelling units per gross developable hectare.
- 8.6 Innovative residential designs are encouraged. The external design and finish of all residential buildings should be of high quality and reflect or complement existing development in the vicinity.



Part Five: Commercial Development

Section 9: Goals

- 9.1 To promote and encourage the provision of a full range of goods and services for the citizens of Killam.
- 9.2 To minimize potential conflicts between commercial and non-commercial land uses.
- 9.3 To encourage aesthetically pleasing commercial development.

Section 10: Policies

- 10.1 Map 3 identifies existing and future commercial areas.
- 10.2 The Town will encourage infill and redevelopment of the Central Business District centred around 50 Street.
- 10.3 The Town will encourage highway commercial development along Highway 13 within the Town boundaries but may consider other types of compatible commercial or industrial development.
- 10.4 The Town will work closely with Alberta Transportation to insure that any future access or activity adjacent to Highway 13 is constructed to Alberta Transportation's standards.
- 10.5 The Town supports the concept of creating a mixed light industrial and commercial district within the land use bylaw, to encourage a wide array of options for commercial development within the Town.
- 10.6 The external design and finish of all commercial developments should be of high quality and reflect or complement existing development in the vicinity.
- 10.7 Home based businesses will be allowed as permitted uses in all residential districts provided they are secondary to the residential use and do not detract from the amenities of the surrounding residential neighbourhood. Specific standards and requirements will be governed by the Land Use Bylaw.
- 10.8 In commercial areas, upon subdivision, it is the Town's preference that the provision of reserves is in the form of money, except in cases where the site borders on a non-commercial use in which case the Town may consider the dedication of land to provide adequate buffering.



Part Six: Industrial Development

Section 11: Goals

- 11.1 To accommodate a broad range of industrial development.
- 11.2 To minimize potential conflicts between industrial and non-industrial land uses.

Section 12: Policies

- 12.1 Map 3 identifies existing and future industrial areas.
- 12.2 The Town will encourage industrial development (including solar energy facilities) by maintaining a large land base for industry and promoting its availability to prospective users.
- 12.3 The Town will ensure orderly development of the area north of Highway 13 in accordance with any area structure plan adopted for the area.
- 12.4 The Town will seek to minimize potential negative externalities associated with industrial developments.
- 12.5 Where negative externalities associated with an industrial use cannot be reduced to an acceptable level, the Town will strive to assist in the relocation of the industrial use to a more suitable location within the Town.
- 12.6 In industrial areas, upon subdivision, it is the Town's preference that the provision of reserves is in the form of money, except in cases where the site borders on a non-industrial use in which case land may be dedicated to provide adequate buffering.
- 12.7 The Town may require an independent environmental impact assessment (EIA) to be completed before permitting an industrial use that may potentially cause environmental or health problems.



Part Seven: Transportation

Section 13: Goals

- 13.1 To identify short and long term transportation needs of both the Town and the surrounding region and strive to ensure that these needs are adequately met in a manner that is compatible with existing and future development.

Section 14: Policies

- 14.1 The Town will endeavour to protect Highways 13 and 36 from uses and development that may be detrimental to the flow and safety of traffic.
- 14.2 The Town shall establish standards and specifications for the future development of roads. These shall include the width of future roads, required right-of-way, methods of construction, placement of signage and sidewalks, lighting, landscaping requirements and intersection treatments.
- 14.3 The Town may establish bylaws concerning off-site levies in accordance with the provisions of the *Municipal Government Act* to finance the provision of off-site road upgrades.
- 14.4 Additional development setbacks and dedications for future roads may be established in the Land Use Bylaw.



Part Eight: Utilities and Servicing

Section 15: Goals

- 15.1 To support the adequate, safe, and efficient provision of municipal and private utilities.
- 15.2 To ensure municipal services are provided in a timely and efficient manner.

Section 16: Policies

- 16.1 New development shall be required to be serviced by all municipal utilities to a standard satisfactory to the Town. The Town may accept industrial and commercial development on large parcels of land not serviced by municipal utilities. Low density residential areas may also use community water and sewer services which meet municipal standards. A condition of development in these circumstances shall be the entering of a deferred servicing agreement requiring connection to municipal utilities when they become available.
- 16.2 Prior to subdivision approval, the developer shall be required to provide detailed engineering plans to describe how the water, sanitary and storm water servicing will be fulfilled.
- 16.3 Utility rights-of-way and public utility lots shall be provided at the time of subdivision.
- 16.4 The use of road right-of-way for storm water conveyance must be designed to accommodate a 1:100 year storm and not adversely affect traffic. Should the road right-of-way not be able to accommodate the 1:100 storm, on-site storm water ponds will be required. Storm water storage or retention is not allowed within road right-of-ways.
- 16.5 The Town may establish bylaws concerning off-site levies in accordance with the provisions of the *Municipal Government Act* to finance the provision of adequate municipal water, sanitary sewer, and storm sewer utilities.
- 16.6 The Town supports the development, whenever possible, of partnerships with Flagstaff County and other urban municipalities in the region for the provision of municipal services.



Part Nine: Open Spaces and Natural Areas

Section 17: Goals

- 17.1 To protect and preserve, whenever possible, existing natural areas.
- 17.2 To ensure that development does not unduly impact the natural environment.
- 17.3 To ensure that the natural environment does not jeopardize the health, safety, and quality of life of the citizens of Killam.
- 17.4 To provide open spaces that are functional and effective in satisfying the needs of residents and visitors to the community.

Section 18: Policies

- 18.1 The Town may require an environmental assessment/audit to be carried out on a site that is the subject of a development proposal.
- 18.2 The Town will work with developers to ensure that developments do not have a significant negative environmental impact on the Town.
- 18.3 The Town will not permit development in areas prone to flooding.
- 18.4 The Town will utilize environmental reserve and environmental conservation easements as mechanisms to protect environmentally significant areas.
- 18.5 Through the subdivision process, the Town shall require that lands considered unsuitable for development area dedicated as environmental reserve with the provisions of the MGA.
- 18.6 When lands adjacent to water bodies or water courses are subdivided, a strip of land shall be dedicated as environmental reserve to provide a buffer and provide public access. The width of the required dedication shall be established by the Subdivision Authority.
- 18.7 Lands dedicated as environmental reserve shall remain in their natural state and/or be used as part of the public trail system where necessary to ensure a continuous integrated trail system.



Part Ten: Community Development

Section 19: Goals

- 19.1 To strive to provide community facilities that will enhance the provision of community services associated with the social, cultural, educational, and recreational needs of the citizens of Killam and to protect and preserve, whenever possible, existing natural areas.

Section 20: Policies

- 20.1 The Town supports the provision of linear green spaces which may be developed as walkways to act as linkages between residential areas, schools, open spaces and community facilities.
- 20.2 Local playgrounds and tot-lots should be provided in residential developments as part of the municipal reserve dedication resulting from subdivision. Whenever possible tot-lots should be centrally located within each residential area and linked via walkways and/or sidewalks.
- 20.3 The Town supports the preservation of natural areas and natural vegetation within open spaces whenever possible.
- 20.4 Public and quasi-public uses, such as nursing homes, churches, and community centres, will be permitted in residential areas provided they are located at or near neighbourhood entry points and adequate buffering or separation is provided.
- 20.5 The Town encourages cooperation between the Town, Flagstaff County, Battle River school Division and East Central Regional Catholic School Division and other community groups on the sharing of facilities and resources.
- 20.6 The Town will endeavour to work with the Province to ensure the adequate provision of health and medical care services and facilities.
- 20.7 The citizens of Killam should, whenever possible, be provided with adequate, timely, and efficient protective services. This includes, but is not limited to, protection from loss of life from fire, accident, natural disaster, or unlawful activity.
- 20.8 The citizens of Killam should, whenever possible, be provided with adequate, timely, and efficient common services. This includes, but is not limited, to infrastructure development and maintenance, snow removal, and garbage removal.



Part Eleven: Economic Development

Section 21: Goals

- 21.1 To further the economic vitality and sustainability of the local and area economy.
- 21.2 To develop a strong tourism sector in the local and area economy.

Section 22: Policies

- 22.1 The Town supports, in principle, private economic development initiatives.
- 22.2 The Town may support economic development initiatives, whether on its own or in partnership with the private sector.
- 22.3 The Town supports, whenever possible, joint economic development initiatives with Flagstaff County and other municipalities in the region.
- 22.4 The Town encourages the development of the tourism industry in and around Killam. Such development should not have adverse social, economic, or environmental impacts.
- 22.5 Tourism oriented development should benefit the citizens of Killam and area by providing greater economic, recreational, and cultural opportunities.
- 22.6 The Town and/or related agency should develop and maintain a registry of local businesses and services in order to identify and then actively seek to fill gaps.



Part Twelve: Education

Section 23: Goals

- 23.1 To encourage the provision of the broadest and fullest range of educational opportunities for the citizens of Killam.

Section 24: Policies

- 24.1 The Town will endeavour to cooperate with Battle River School Division and East Central Alberta Catholic Separate Schools Division to enhance the provision of educational resources and opportunities to the citizens of Killam.
- 24.2 The Town supports the sharing of educational facilities and resources.



Part Thirteen: Inter-municipal Cooperation

Section 25: Goals

- 25.1 To undertake cooperative planning with Flagstaff County.
- 25.2 To coordinate land use policies for the boundary areas which are mutually beneficial to both the Town and the County.
- 25.3 To coordinate the provision of roads, facilities, and other services that serve residents of both municipalities.

Section 26: Policies

- 26.1 The Town will endeavour to work with the County and other urban municipalities in the region to address issues of mutual concern and to ensure that development in either municipality complements the existing and future land uses of the other municipality.
- 26.2 The Town will discourage, whenever possible, development or uses that may have a negative impact on adjacent uses in Flagstaff County.
- 26.3 The Town intends to ultimately expand through annexation to the west (south of Highway 13) for residential purposes and to the northeast (north of Highway 13 and east of Highway 36) for light industrial business purposes.



Part Fourteen: Administrative Matters

Section 27: Interpretation

- 27.1 The MDP is, for the most part, general in nature and long range in its outlook. The MDP provides the means whereby Council and Town staff can evaluate immediate situations or proposals in the context of a long range plan for Killam. In this regard, the boundary between the land uses shown on Map 3 – Future Land Use Concept” is not to be rigidly interpreted and the specific boundaries shall be determined through the designation of the Land Use Bylaw Districts.
- 27.2 Subject to Council’s approval, minor variations from the policies of the MDP will not require an amendment to the MDP. More substantive changes will require an amendment to the MDP and any other affected plan.
- 27.3 The MDP contains “shall”, “should”, and “may” policies which are interpreted as follows:
- 27.3.1 “Shall” policies must be complied with,
 - 27.3.2 “Should” policies mean compliance in principle, but is subject to the discretion of the applicable authority on a case by case basis, and
 - 27.3.3 “May” policies indicate that the applicable authority determines the level of compliance that is required.

Section 28: Implementation

- 28.1 The goals and policies of the MDP will be further refined and implemented through the development, adoption, and day to day application of statutory plans (area structure plans and area redevelopment plans), non statutory plans (outline plans, design schemes, etc.) and the Land Use Bylaw.

Section 29: Amendment

- 29.1 Amendment of the MDP must follow the appropriate procedures as outlined in the *Municipal Government Act*.
- 30.1 All statutory and non-statutory plans shall be consistent with the MDP and may require amendment to ensure their compliance with the MDP.

Section 30: Review

- 30.1 In order to ensure that the MDP is current, the entire plan should be reviewed approximately every three years, preferably soon after the municipal election.



Schedule 1: Community Consultation

Strengths

The following highlights Killam's perceived strengths as identified at the Open House held October 9, 2008.

- ⇒ Safety (2) and Low Crime Rate (1)
- ⇒ Recreation Facilities/Sports Grounds/Agriplex/Pool/Playgrounds (11)
- ⇒ Convenient Access (Facilities)
- ⇒ Good Streets (wide) (2)
- ⇒ Excellent Accommodations Hotel/Motel (2)
- ⇒ Supermarket, Drug Store (Good Retail/Strong Businesses) (4)
- ⇒ Hospital/Home Care/Health Care (7)
- ⇒ Parks, Walking Paths (3)
- ⇒ Family Oriented (2)
- ⇒ Access to Airport (2)
- ⇒ Camping Areas
- ⇒ Community Natural Gas System (2)
- ⇒ Good Schools (5)
- ⇒ Mature Trees & Vegetation
- ⇒ Killam's Web Site
- ⇒ People are Inclusive/Friendly/Caring (5)
- ⇒ Clean (5)
- ⇒ RCMP (2)
- ⇒ Good Location/Highways 13 & 36 (5)
- ⇒ Good Surrounding Land (1) and Prosperous Agricultural Community (1)
- ⇒ Banks
- ⇒ Churches (2)
- ⇒ Inland Grain Terminal (1) and Good Rail Line (1)
- ⇒ Good Surrounding Employment Opportunities
- ⇒ Business Opportunities
- ⇒ Very Good Seniors Club – Active +++ (2)
- ⇒ Volunteers Good!!
- ⇒ Library
- ⇒ Food Bank
- ⇒ FCSS
- ⇒ Fire Department
- ⇒ Range of Government Services
- ⇒ Large Community Hall (2)



Weaknesses

The following highlights Killam's perceived weaknesses as identified at the Open House held October 9, 2008.

- ⇒ No Chamber of Commerce
- ⇒ Esthetic Appearance of Agriplex
- ⇒ Better Use of Grant Opportunities
- ⇒ Lack of Senior Housing (6)
- ⇒ No Clothing Store (2)
- ⇒ Increased Costs to Run Facilities
- ⇒ Empty Buildings on Main Street (2)
- ⇒ Lack of Volunteerism (4)
- ⇒ Cost to Develop
- ⇒ Shortage of Labour (professional & skilled/medical/doctors/nurses/dentist/optometrist) (6)
- ⇒ A Bit too Far from Major Centre
- ⇒ Lack of Participation from ages 25-40 years
- ⇒ Affordable Housing Challenges
- ⇒ Cultural opportunity, arts, activity, entertainment (2)
- ⇒ No Low Income Housing
- ⇒ Unattracting Look Between Highway and Railroad Track
- ⇒ Sidewalks not Repaired
- ⇒ Animal Bylaw Not Enforced
- ⇒ **Economic Development is Weak to ↑ Small Business**
- ⇒ We Don't Promote Ourselves Enough
- ⇒ Need to Promote Shopping Locally More
- ⇒ No Auto-Napa etc.
- ⇒ No Shoe Store
- ⇒ Job Opportunities
- ⇒ Younger Generation Leaving
- ⇒ School only K-9
- ⇒ Industrial/Commercial Tax Base
- ⇒ Lack of Residential Land Available
- ⇒ Youth Activities
- ⇒ Need More Retail
- ⇒ Very Low Youth Involvement
- ⇒ Lack of Rental Housing
- ⇒ Infrastructure is Ageing
- ⇒ Sewer System Limits Development



Opportunities

The following highlights Killam's perceived opportunities as identified at the Open House held October 9, 2008.

- ⇒ KDBDA (Killam District Business Development Association)
- ⇒ Cheaper to Build a New House Here
- ⇒ Good Natural Green Area Running Through Town-Could be Developed
- ⇒ Outreach Education (use available buildings or build new)
- ⇒ Cheaper to Live Here
- ⇒ Great Water Supply (2)
- ⇒ Geographical Centre of Flagstaff Community
- ⇒ Young Families Looking for Safer Communities
- ⇒ Advanced Technology (Internet Access)
- ⇒ Long Daylight Hours
- ⇒ Two Major Highways & Stong Railroad (2)
- ⇒ Controlled Growth
- ⇒ New Provincial Buildings Courthouse/RCMP
- ⇒ Highway 36 is Hi-Load Corridor (Industry)
- ⇒ Sound Council Planning
- ⇒ Opportunity to ↑ Development (Residential, Commercial, Manufacturing)
- ⇒ Children
- ⇒ Mental Health Housing
- ⇒ Dementia Housing
- ⇒ Senior's Assisted-Living Complex

Threats

The following highlights Killam's perceived threats as identified at the Open House held October 9, 2008.

- ⇒ American Politics
- ⇒ Low Commodity Prices
- ⇒ Decline in Oil/Gas Industry (3)
- ⇒ Decline in Agricultural Industry/Viability of Small Farms (4)
- ⇒ Loss of Local Industry
- ⇒ Lack of Housing
- ⇒ "Retire in Camrose"
- ⇒ Migration of Youth to Urban Centres
- ⇒ Transient Society
- ⇒ Uncertain Future of Health Care Locally
- ⇒ Hospital Closing



- ⇒ Higher Interest Rates (2)
- ⇒ Increased Hutterite Colonies
- ⇒ Lack of Competition (Businesses)
- ⇒ Environmental Changes eg. Trees have been cut on the farms
- ⇒ Shopping at Walmart Superstore
- ⇒ Ageing Work Force
- ⇒ Declining Youth and Rural Population
- ⇒ Inability to Attract Families to Our Town
- ⇒ Municipal Government Depends on Other Levels of Government for Funding
- ⇒ Future of EMS
- ⇒ Building Outside of Town Limits – County gets taxes but Killam provides services
- ⇒ Ruralism (Small Towns not Heard)
- ⇒ Big Box Stores a Threat to Economy (2)
- ⇒ High Cost of Land Procurement
- ⇒ Insufficient Rentals (Houses or Apartments)
- ⇒ Maintaining/Upgrading Public Facilities
- ⇒ Public Transport
- ⇒ Ability to Pay Competitive Wages
- ⇒ Shortened Hours of Business eg. Saturday
- ⇒ Federal and Provincial Governments
- ⇒ Hospital SuperBoard

Council Priorities

The following highlights what the citizen's have stated for Council priorities, as identified at the Open House held October 9, 2008.

- ⇒ Establish Mobile Home Park (2)
- ⇒ Purchase and Develop More Property –Residential/Commercial/Industry (2)
- ⇒ Assist in Physician Retention/Recruiting (3)
- ⇒ Apartment & Rental Properties
- ⇒ Stabilize Our Hospital & Senior Housing/Assisted Living (4)
- ⇒ Affordable Housing (2)
- ⇒ Public Transportation (Medical Appointments, Shopping)
- ⇒ Maintaining Infrastructure
- ⇒ Lobby Other Levels of Government
- ⇒ Explore Regional Opportunities
- ⇒ Plan for Future Upgrades (& Fund)
- ⇒ Provide Incentives for Development of Housing