
2017-2021 Strategic Plan Update

April 2019

Previous review completed July 2018



Introduction

Lloydminster City Council adopted a series of goals and strategies in creating an updated Strategic Plan for 2017-2021; this plan provides citizens, businesses, Administration and other stakeholders with a high-level overview of Council's vision for the future of Lloydminster.

City Council's governance role includes the mandate to provide strategic direction; this plan embodies that direction by building on the 2015-2017 Strategic Plan, while supporting Administration in operational planning.

Your Lloydminster City Council is committed to providing a solid foundation of direction and policy for future councils that will continue to build a sustainable community, which reflects the values and beliefs expressed by the citizens of Lloydminster.

Instruction

The table below outlines the strategic areas of the Strategic Plan for 2017-2021 including updates that were provided by each Team and reviewed with Council in July of 2018.

Please review the strategic areas outlined below, considering any work your team has done since the last review in July 2018 to support, advance or complete these priorities.

Some of your actions/activities may fit under more than one strategic area; you may duplicate your response where appropriate.

Throughout the tables on the following pages, the term 'Lead Role is used; this list identifies the lead role:

- Mayor = Mayor
- Council = City Council
- CM = City Manager
- CDS = Community Development Services
- Ops = Operations
- CFO = Chief Financial Officer
- COS = Chief of Staff
- Clerk = City Clerk

If applicable, please provide bullet points of how your department has contributed to advancing or completing the Performance Measures outlined below in the "status/update column.

OPEN AND RESPONSIVE GOVERNMENT

Strategies (we will...)		Desired result or achievement			
a)	Engage with staff and residents.	a) Formal methods of engagement are in place. b) Citizens are knowledgeable about City government activity. c) Elected officials and administration are able to gauge the will of citizens and businesses.			
b)	Recruit a suitable City Manager.	a) A permanent City Manager is in place by fall 2017.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council considers a stakeholder engagement policy.	Completed	Council/CM	<ul style="list-style-type: none"> Not yet completed. Currently developing a Communications Policy – Stakeholder Engagement would be a section of this policy. 	<ul style="list-style-type: none"> Completed Q3 2018 Communications Policy completed and approved by Council on September 24, 2018; this policy speaks to principals of good municipal communication and outlines City’s approach to stakeholder engagement (7.1, 7.2, 7.3). For future consideration - the Alberta government has mandated municipalities to establish a public participation policy.
a)	75% of surveyed citizens indicate they are satisfied or very satisfied that their city government listens to them.	2019 Q2	COS	<ul style="list-style-type: none"> Survey to be completed in Q2 2019 	<ul style="list-style-type: none"> ‘Let’s Chat Lloyd’ Communications Survey opened on March 26 and will remain open through Summer 2019. Additional survey / poll proposed to more specifically measure if citizens feel satisfied that government is listening.

a)	City Council regularly consults with groups, individual citizens and the business community through a citizen survey.	Ongoing	COS	<ul style="list-style-type: none"> • November 2017 - Social Needs survey • November 2017 – Budget engagement survey • April 19, 2018 - Your Voice Night • April 25, 2018 - Coffee with Council event • April / May 2018 - Cannabis survey • September 2018 – Budget engagement (planning) • Ongoing 	<ul style="list-style-type: none"> • June 2018: FCSS Roadmap Survey (106 responses) • August 2018: Launch www.youvoicelloyd.ca • August 2018: Budget survey (508 responses) • August 2018: Two budget open houses • September 2018: DARP engagement <ul style="list-style-type: none"> Sept 17- 30 - Survey (186 responses) Sept 19- DARP Open House Sept 20- Border City Farmers Market Pop Up Sept 22- Fall Fest Pop Up Sept 24- City Hall Pop Up Sept 25- Downtown Farmers Market Pop Up Sept 27- Sip & Savour Pop Up Sept 29- Culture Days Pop Up • November 28, 2018: Planning/Permitting stakeholder meetings • February 21, 2019: DARP open house at The Root • February 22, 2019: DARP engagement at Bobcats game • March 26, 2019: Your Business stakeholder engagement • March 28, 2019: NEASP stakeholder engagement
b)	City Manager completes probation period.	Completed	Council	Completed	Completed 2018

LEGISLATIVE COMPLIANCE

Strategies (we will...)		Desired result or achievements			
a)	Create and maintain a full suite of governance policies.	a) Governance policy manual is complete and current. b) Specific policies are created for asset management and social media.			
b)	Maintain current bylaws.	a) All current City bylaws are reviewed by Council. b) Bylaws that are no longer required are rescinded. c) New bylaws are created as necessary.			
c)	Review regional planning documents and revise as required.	a) Intermunicipal Collaboration Frameworks (ICF) are created where required. b) Intermunicipal Development Plan (IDP) with County of Vermilion River is current. c) Official Community Plans (OCP) with RM of Wilton and RM of Britannia are current.			
d)	Refresh the Lloydminster Charter.	a) Lloydminster Charter is revised to reflect current needs and activity.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Lloydminster maintains a thorough policy manual and the ability to review groups of policies regularly.	2019 Q1	Clerk	<ul style="list-style-type: none"> The z-drive policy manual is up-to-date. Legislative Services is working with Communications to update the new website. Policy focus has been geared towards policy updates and review while addressing new policy creation has been reactive and on an “as needed” basis. Examples of policy updates include Travel Policy, Council Remuneration, Inclusion Policy Sponsorship Policy, Land Sale Policy, Boards and Committee Policy, Substance Use Policy and the Purchasing and Procurement Policy. Social Programs and Services completed the Saskatchewan Lottery Policy in March 2018 and Lloydminster Tobacco Reduction Grant in February 2017 	<ul style="list-style-type: none"> Policies are up to date on both the z: drive and One City Connect. Additionally, new policy binders have been created for all members of ELT. The Governance Document Review Policy and Directive were passed in Q1 and the Governance Document is moving forward on schedule.

a)	Council considers specific policies for social media and asset management.	2019 Q4	CM	<ul style="list-style-type: none"> • Communications to update current social media policy. Anticipate having this completed in Q3 of 2018. • Finance is working towards an asset management policy. This policy is required to be in place by December 31, 2018 to meet Federal Gas Tax compliance. 	<ul style="list-style-type: none"> • Communications Policy and Social Media Directive cover appropriate use of social media. • Finance is currently working on an Asset Management Policy.
b)	Council considers a bylaw review schedule.	2018 Q2	Clerk	<ul style="list-style-type: none"> • A schedule has not been finalized. Bylaws continue to be reviewed and updated. Legislative Services is finalizing a Governance Document Policy to guide the creation and review of Bylaws, Policies, and Directives. This policy should come forward with a schedule in 2018 Q4. 	<ul style="list-style-type: none"> • The Governance Document Review Policy was passed by Council on January 28, 2019 and sets in place a bylaw review schedule managed by Legislative Services. A Q1 update has been provided to Council.
b)	No unnecessary bylaws remain.	2020 Q4	CM/Clerk	<ul style="list-style-type: none"> • Bylaws have continued to be reviewed and repealed as needed. Legislative Services is confident that a 2020 Q4 target will be met. 	<ul style="list-style-type: none"> • Bylaw schedule presented and approved by Council in Q1 2019. Bylaws have continued to be reviewed and repealed as needed. Following the adoption of a review schedule this target will likely be met.
b)	Council considers new or revised bylaws as necessary.	Ongoing	Council	<ul style="list-style-type: none"> • Council and Administration have made significant progress. 	<ul style="list-style-type: none"> • Ongoing
c)	ICFs are in place by October 2019.	2020 Q4	CM	<ul style="list-style-type: none"> • Preliminary discussions occurred tied to annexation. 	<ul style="list-style-type: none"> • ICF will be completed Q4 – 2020 as per MOU with County.
c)	IDP is reviewed and is current.	2020 Q4	CM/Ops	<ul style="list-style-type: none"> • Preliminary discussions occurred tied to annexation. 	<ul style="list-style-type: none"> • IDP will be completed Q4 – 2020 as per MOU with County.
c)	OCPs are reviewed and are current.	2020 Q4	CM/Ops	<ul style="list-style-type: none"> • Building relationships to assist with process. 	<ul style="list-style-type: none"> • The plans will be reviewed after the completion of the NEASP, which is scheduled to be completed in 2019 Q4.
d)	Lloydminster requests that both Alberta and Saskatchewan review the Lloydminster Charter.	2021 Q4	Mayor	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • With the recent updates to the Cities Act in SK and the MMGA in AB, the Lloydminster Charter needs a refresh, however, it does currently meet and reflect the needs and activities of the City. When the opportunity arises, discussions on a refresh between AB, SK and the City may occur.

SUSTAINABLE FISCAL STRATEGY

Strategies (we will...)		Desired results or achievements			
a)	Create a strong fiscal policy relating to reserves.	a) Lloydminster has adequate and appropriate capital and operating reserves that allow surety in planning.			
e)	Create, update and budget for a priority-ranked set of capital projects.	a) Capital items are brought forward and funded based on City priorities.			
c)	Identify specific reserves for key municipal priorities.	a) Schedule of reserves matches City long-term needs for infrastructure, human resources and asset management.			
d)	Create sustainable fiscal policies.	a) City Council and Administration are able to plan and execute fiscal activity without constant referral to Council.			
e)	Engage with residents and other stakeholders to identify best-fit fiscal management.	a) Citizens and the business community have input into Lloydminster's fiscal future.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status Update 2019
a)	Lloydminster's annual planning includes adding or removing amounts from reserves.	2019 Q2	CFO	<ul style="list-style-type: none"> Will be reviewed during summer and throughout the budget process for 2020 budget and subsequent budgeting years. 	<ul style="list-style-type: none"> Create a reserve policy Q2. Communicate to staff in the budget process.
b)	Priority-based capital budgets comprise a portion of annual budget planning.	2019 Q3	CFO	<ul style="list-style-type: none"> Methodology for project ranking needs to be developed. Priority will be based on meeting strategic goals however the budget financial package seems to be robust enough to input right into the software. CDS Team budgeted funds in 2018 to have a consultant develop a framework for ranking capital projects. Preliminary work was completed and carry forward the project to 2019 budget 	<ul style="list-style-type: none"> Consultant has been selected and expected to commence in June 2019. Anticipated to be completed by 2019 Q4. Will work to educate/communicate policy, strategy City wide. Will reference it in the Capital budget training implemented in 2019.

c)	Council is comfortable that there is an appropriate number of reserves and that they are being used as intended.	2019 Q4	CM/CFO	<ul style="list-style-type: none"> • Summer of 2018 will review the current amount in reserves and propose moving into reserves by department where appropriate. • Further allocation at year end to have in place by 2019 and finalized by year end 2019. • Development of reserve policy required. 	<ul style="list-style-type: none"> • Review reserves at the same time as creation of a reserve policy Q2 • Further review at 2019 Q4 with Audited Financial Statements.
d)	Council considers a comprehensive suite of finance policies.	2019 Q4	CM/CFO	<ul style="list-style-type: none"> • Identified a number of policies that need to be developed – anticipate having these completed by December 31, 2019. 	<ul style="list-style-type: none"> • On target for 2019 Q4. • Researching policies such as investment policy, Debt Policy, Budget Policy, Write off Policy, Cash Management Policy etc.
d)	Multi-year budget process commences.	2019 Q3	CM/CFO	<ul style="list-style-type: none"> • Develop a three-year operational budget and five-year capital budget. 	<ul style="list-style-type: none"> • Implement in 2019 Q3 for 2020 budget.
e)	80% of surveyed citizens indicate they are satisfied or very satisfied that their city is being fiscally prudent.	2019 Q2	COS/CFO	<ul style="list-style-type: none"> • Survey to be completed in Q2 2019. 	<ul style="list-style-type: none"> • Recommend deferring this item to Q3 2019 as part of the 2019 budget-engagement exercises. • Work on preparing a financial report submission to the GFOA Financial reporting award (2020 statements).

ATTRACTING AND RETAINING QUALITY STAFF

Strategies (we will...)		Desired results or achievements
a)	Create, modify or rescind human resources policies as required.	a) Lloydminster maintains comprehensive human resources policies.
b)	Be considered an employer of choice.	a) Remuneration levels allow the City to attract and retain staff. b) Compensation (salary, wages, and benefits) is reviewed in comparison to market levels.
c)	Support City staff who are within the scope of the collective agreement.	a) An updated collective agreement is in place before the expiry of the current agreement.
d)	Train staff so they can safely and effectively provide services to the City.	a) All staff receive job-specific training as required. b) All staff are in full compliance with safety-related training schedules.

Performance Measures

Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council reviews all governance-level human resource policies.	2019 Q4	CM/COS	<ul style="list-style-type: none"> Required list of policies/directives has been completed. Development expected to be complete by Q2 2019. 	<ul style="list-style-type: none"> A total of 10 directives have been reviewed and completed to date. Several more are under review. Anticipated date for completion has been moved to 2019 Q4.
b)	Council sets a comparator compensation level percentage of market.	2018 Q4	COS	<ul style="list-style-type: none"> Compensation survey currently taking place. 	<ul style="list-style-type: none"> Compensation reviewed at a high level in 2018 Q4.
b)	Lloydminster completes compensation survey.	2018 Q4	COS	<ul style="list-style-type: none"> Compensation survey currently taking place. 	<ul style="list-style-type: none"> Compensation reviewed at a high level in 2018 Q4.
c)	Collective agreement is updated.	2019 Q1	COS	<ul style="list-style-type: none"> Current agreement expires December 31, 2018. Collective bargaining will commence in fall of 2018. New collective agreement will be negotiated with the International Association of Fire Fighters in Q3-Q4 of 2018. 	<ul style="list-style-type: none"> Collective Agreement with CUPE Local 1015 was finalized in January 2019 for a 3-year term. Negotiations with IAFF still ongoing.
d)	90% of staff training budget is spent annually.	2019 Q1	COS	<ul style="list-style-type: none"> Results to be shared with Council annually. 	<ul style="list-style-type: none"> In 2018, 95% of the City's corporate-wide training budget was utilized.

d)	No violations of required staff certifications are noted.	2020 Q1	COS	<ul style="list-style-type: none">Continuing to improve reporting and ensure employees remain certified.	<ul style="list-style-type: none">Ongoing
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INTERNAL AND EXTERNAL COMMUNICATION AND RELATIONSHIP BUILDING

Strategies (we will...)		Desired results or achievements			
a)	Create or identify a process to engage with internal stakeholders.	a) Lloydminster regularly communicates with: <ul style="list-style-type: none"> ▪ residents ▪ staff ▪ non-profits ▪ media ▪ business b) industry			
b)	Create or identify a process to engage with external stakeholders.	Lloydminster regularly communicates with: <ul style="list-style-type: none"> • rural neighbours • provincial governments • federal government • school boards 			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council is aware of and satisfied with communications efforts with internal stakeholders.	2019 Q4	Council/CM	<ul style="list-style-type: none"> • Your Voice Nights, public engagement, surveys, social media. 	<ul style="list-style-type: none"> • Business Stakeholder Engagement-Q1 2019. • CM quarterly meetings with local businesses. • New website.
b)	Council is aware of, participates in, and is satisfied with communications efforts with external stakeholders.	2019 Q4	Council/CM	<ul style="list-style-type: none"> • Quarterly meetings with RM of Britannia • Monthly meetings with County of Vermilion River. • Established initial communication with RM of Wilton. 	<ul style="list-style-type: none"> • Meetings scheduled with Reeves. • Ongoing discussions with IANC & LPDC. • Council met with RM of Britannia Council. • CM met with all Administrators of adjacent municipalities.
c)	Council meets with MPs, MLAs and school boards and first nations at least once a year.	2019 Q4	Council/CM	<ul style="list-style-type: none"> • Semi-annual meetings established with School Boards. • Regular communication with MP and MLA. • Annual meeting with LC Board; Quarterly with President. • Annual meeting with First Nations. 	<ul style="list-style-type: none"> • Semi-annual meetings established with School Boards. • Regular communication with MP and MLA. • Annual meeting with LC Board; Quarterly with President. • Annual meeting with First Nations.

ECONOMIC DEVELOPMENT

Strategies (we will...)		Desired results or achievements			
a)	Provide guidance to economic development within the City.	a) Lloydminster's economic growth plan is kept current. b) Stakeholders have input into how business should grow. c) An economic advisory group provides input into economic development. d) Statutory plans encourage businesses to locate in Lloydminster.			
b)	Encourage the growth of regional tourism.	a) Nearby municipalities work together to encourage visitors to come to the region.			
c)	Market the benefits of locating in Lloydminster.	a) Marketing strategy identifies and promotes business benefits in the City and Region.			
d)	Work to make elected officials staff ambassadors for Lloydminster.	a) Council and relevant staff are provided with focused economic development training opportunities.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council is aware of the current regional growth plan.	2020 Q4	CM	<ul style="list-style-type: none"> Process to re-enter JRGS; education with ISL. 	<ul style="list-style-type: none"> Ongoing and moving in a positive direction.
a)	Chamber of Commerce is an active partner in economic development with the city.	2019 Q2	CM	<ul style="list-style-type: none"> Continuing to build relationship between Economic Development Officer and the Chamber of Commerce. The Chamber of Commerce is an active stakeholder in the Economic Development Strategic Planning. Economic Development is engaging the Chamber and its members on opportunities through AB Government. The Economic Development Officer has been asked to be on the planning Committee for the 2018 Economic Partnership Summit in the fall. 	<ul style="list-style-type: none"> Economic Development, The Chamber of Commerce along with StartUp Lloydminster, Alberta Innovates and Community Futures meet every third Wednesday of the month. Economic Development Officer sits on the 2019 Economic Partnership Summit Committee. Economic Development budget committed to the Chamber of Commerce's Business Awards.

a)	Council establishes an economic development advisory committee (or equivalent)	2019 Q1	CDS	<ul style="list-style-type: none"> • Through the Economic Development Strategic Plan, community stakeholders were engaged through the interview process. The Economic Development Strategic Plan will guide the parameters around what kind of advisory committee will be developed. 	<ul style="list-style-type: none"> • Strategic Plan for Economic Development completed – Q1 2019. • Ongoing discussions with local business and stakeholders. • Quarterly Business Retention and Expansion Luncheons with businesses across all sectors. • Council to act as Advisory Committee to Economic Development. Economic Development department reaching out to local experts/champions when necessary.
a)	Business considers Lloydminster to be 'open for business.'	2018 Q2	CM/CDS	<ul style="list-style-type: none"> • Currently streamlining and organizing process and procedures for development and redevelopment. The website is being updated, along with distribution of a newsletter and the use of social media. Consideration for a community-based survey in partnership of business survey in Q1 of 2019. 	<ul style="list-style-type: none"> • Q4 2018 Economic Development works with Business licensing to implement form changes including completing mandatory contact info and the addition of NAICS classification. • The City's Economic Development Mission and purpose is "Actively delivering timely and effective information and services to attract, secure and retain business investment". • As part of the Economic Development Strategic planning we asked business stakeholders from across all sectors including construction, retail, agriculture, oil & gas, health and wellness, food and beverage, accommodation and those in the non-profit sector, how we as the City grow the economy. The responses varied but many of the stakeholders talked about improved communication from the City to existing business, specifically processes and opportunities related to business, and how important this was for business retention and growth. • In Q1 On March 26, 2019 the first annual "Your City, Your Business" was held, this business stakeholder event improves communication and engagement with our local business community and aids in future business retention and growth.

b)	Regional tourism strategy is in place and being acted upon.	2018 Q4	CM/CDS	<ul style="list-style-type: none"> Discussion about this in the Economic Development Strategic Planning. This will require budget allocation and resources, moving the timeline to Q4 2019. 	<ul style="list-style-type: none"> The City of Lloydminster has supported the County of Vermilion River in a grant application through Tourism Growth Innovation Fund (Alberta Culture and Tourism) for a Tourism Opportunity Assessment. The grant was awarded, and a consultant is being hired to do a research-based tourism assessment of the region. The study will identify opportunities and challenges, and a gap analysis of tourism products/services. This document will be guiding document of our current state to move forward with a regional tourism strategy.
c)	Area municipalities approve a regional business marketing strategy.	2018 Q4	CM/CDS	<ul style="list-style-type: none"> Approved for membership to the Alberta Hub. Partnering with surrounding RMs, municipalities and County on a CARES application Q2 2019 	<ul style="list-style-type: none"> Lloydminster joined the Alberta HUB. HUB's mission and mandate is promoting and facilitate economic development that supports business and enhances the quality of life and environment of its member communities. In joining HUB, Lloydminster was added to the regional map. Community Profile, Investment Fact Sheet and Lifestyles Fact Sheets developed for Lloydminster as part of the overall regional marketing strategy.
d)	75% of elected officials and relevant members of administration take economic development training.	2018 Q4	CM/CDS	<ul style="list-style-type: none"> Currently two elected officials have completed training. 	<ul style="list-style-type: none"> Mayor Aalbers, Councillor Fagnan and Councillor Torresan completed EDA's Elected Official Economic Development Training. Councillor Diachuk attended the 2019 EDA Conference. Councillor Brown-Munro received the Economic Development MLDP course through SUMA.

ATTRACTING AND HOSTING EVENTS

Strategies (we will...)		Desired results or achievements			
a)	Bid to host more and high-profile provincial and national sport and cultural events.	a) Event attraction and hosting policy is created.			
b)	Ensure that the benefits of event hosting outweigh the costs to local citizens and businesses.	a) Net revenue is generated from visitors. b) Citizens and businesses see benefit in hosting events.			
c)	Develop city marketing specifically targeted to event attraction.	a) Partner municipalities, groups, and businesses collaborate to identify and attract events to the region. b) A targeted website is created. c) Sponsorship guidelines that can be adapted to events are created.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council considers an event attraction and hosting policy.	2019 Q3	CDS	<ul style="list-style-type: none"> Researching other municipalities' event attraction and hosting policy to begin drafting a policy. When drafting the policy, will ensure the policy is a good fit for the community and is drafted with consideration to available resources. 	<ul style="list-style-type: none"> Due to time constraints, this was not finalized in 2018, however the process of researching other municipalities as a guide to draft a policy will be initiated and finalized in 2019.
b)	Council considers implementing a destination marketing levy.	2020	CM/CDS	<ul style="list-style-type: none"> The Economic Development Strategic Plan will give guidance on developing a Destination Marketing Fee (DMF). This process will require more stakeholder engagement as well as the creation of a DMF Bylaw. A new target time line should be considered for Q2 2019. Mayor held initial meeting with hotel vendors; further investigation required. 	<ul style="list-style-type: none"> Presentation by Alberta AAHA done in Q4 2018 and Council advised of no further action at that time.
b)	75% of surveyed citizens indicate they are satisfied or very satisfied with the level of support provided to event hosting.	2019 Q2	COS	<ul style="list-style-type: none"> Survey to be completed within timelines noted. 	<ul style="list-style-type: none"> Economic Development to work with Communications on event-specific social media "quick polls" to monitor and gauge event support satisfaction. Recommend deferring this item to Q3 2019.

c)	Three net new provincial or national events are attracted to the region.	2019 Q2	CDS	<ul style="list-style-type: none"> • 2020 SK Summer Games • Non-profit sporting organizations have discussed interested in hold events in 2019. • Citizen Ceremony will be held October 2018. 	<ul style="list-style-type: none"> • 2019 Lloydminster Minor Ball hosting Canadian Westerns Baseball Championship Under 15 boys. • 2020 Sask Games work is well underway. • 2020 U13 Canadian Western baseball championship Under 13 boys (being bid on by local club). • 2021 ESSO Cup (Midget Females) being bid for by Local Hockey organization. • Current Esso Cup 2021 bid submitted. • Ongoing 2020 Summer Games preparation. • Rugby 15's Provincial's Tier 1-111 June 2020.
c)	Website is online.	2019 Q1	COS/CDS	<ul style="list-style-type: none"> • City's new website is complete. Will be working with Economic Development to assess need for additional subsidiary pages for the website relating to Economic Development including attracting and hosting events. 	<ul style="list-style-type: none"> • Q1 2019 Discover Lloydminster Brand Partnership is executed, existing website and social to be used for general resident/visitor attraction. Print guide to be distributed to Lloydminster event and conference delegates upon request • Q2 2019 Discover Lloydminster Video assets created to be used in bid development. • Recommendation that a stand-alone Event Hosting specific website development be moved to a 2020 Strategy to be completed after the completion of an event-hosting strategy. • Basic site content is in place. Communications working with Economic Development to develop content for EcDec/Land Division site pages.
c)	High-level sponsorship guidelines are created.	2018 Q3	CDS	<ul style="list-style-type: none"> • Reviewing current sponsorship policy. 	<ul style="list-style-type: none"> • Sponsorship Policy has been passed.

LAND DEVELOPMENT

Strategies (we will...)		Desired results or achievements			
a)	Ensure that structures are in created to guide sustainable growth.	a) The City's role in encouraging or discouraging growth is confirmed. b) Growth management policies, including the use of fiscal tools like offsite levies, are in place.			
b)	Work towards sustainable growth models.	a) Density targets are used to encourage growth within existing city boundaries. b) Innovative urban planning results in creative land use models.			
c)	Determine the most prudent growth areas for the City.	a) Determine anticipated City land needs for the next 50 years. b) Areas of geographical expansion are identified as early as possible. c) Annexations or amalgamations provide mutual benefit to partners.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council considers a growth management strategy.	2020 Q4	CM/Ops	<ul style="list-style-type: none"> Council continues to work with County of Vermilion River; however, work required on Saskatchewan side. 	<ul style="list-style-type: none"> Work continues on a Joint Growth Study with County of Vermilion River, nothing has been started with RM of Wilton or Britannia. North East Area Structure Plan. Continual discussions on Annexation and Growth Strategy with County of Vermilion River.
a)	Council considers a growth management policy.	2020 Q4	CM/Ops	<ul style="list-style-type: none"> Council to review at future Council Meeting. 	<ul style="list-style-type: none"> This will progress after the adoption of the Joint Growth Study.
a)	Council review Capital Projects Off-site Levy Policy.	2019 Q4	CM/CDS	<ul style="list-style-type: none"> Council to review at future Council Meeting. 	<ul style="list-style-type: none"> Updated Bylaw and related policy to be brought forward mid 2019 for review and consideration. Near completion, waiting on final funding for WWTP – Q2 2019.
b)	Council sets density targets.	2019 Q4	CDS/Ops	<ul style="list-style-type: none"> Council to review Population strategy completed in JGS. Further review needed on Saskatchewan side 	<ul style="list-style-type: none"> This is a part of the Joint Growth Study and will be part of the presentation to Council later in 2019.
b)	At least one (re)development promotes increased residential density.	2020 Q1	CDS/Ops	<ul style="list-style-type: none"> Will be considered in a future development. 	<ul style="list-style-type: none"> Will be considered in a future development.

c)	Long-term integrated land use plans are considered by Council.	2018 Q4	Ops	<ul style="list-style-type: none"> • Council to review at future Council Meeting. 	<ul style="list-style-type: none"> • This will need to be deferred until the Joint Growth Study Strategy and Policy has been adopted (2020 Q4).
c)	Updated prospective land use maps are created.	2019 Q1	Ops	<ul style="list-style-type: none"> • Council to review at future Council Meeting. 	<ul style="list-style-type: none"> • City will continue to update the land use maps as required and as annexation finalizes.
c)	Annexations or amalgamations are not contested.	2020 Q4	Council/CM	<ul style="list-style-type: none"> • Meetings have occurred with significant progress on relations with negotiations to continue. 	<ul style="list-style-type: none"> • Ongoing • Meetings have occurred with significant progress on relations with negotiations to continue.

LAND DIVISION MODEL

Strategies (we will...)		Desired Results or achievements			
a)	Determine the most appropriate model for management and sale of City-owned land.	a) Land Division provides maximum return to the City. b) Developable land is exploited in alignment with the City's sustainable future plans.			
b)	Incorporate land sales into City reserves.	a) A portion of land sales is used as an income stream into City reserves.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status Update 2019
a)	Council chooses an option based on available land development models.	2018 Q4	Council/CDS	<ul style="list-style-type: none"> Once the Economic Development Strategic Plan is complete, this will help define Land Division and its role within Economic Development. 	<ul style="list-style-type: none"> Economic Development Strategic Plan Accepted Q1 2019. Land Division a pillar within the Economic Development Strategic Plan. Land development to be branded, promoted and marketed as Land Division.
a)	City-owned land is sold or developed in alignment with achieving city goals.	2018 Q4	CDS	<ul style="list-style-type: none"> The City will continue to be in the land business. Will work on policy to help develop guidelines in selling raw land or developed land and acquiring land. 	<ul style="list-style-type: none"> Ongoing
b)	Reserves policies require a portion of land sales to be retained for future use.	2018 Q4	CFO	<ul style="list-style-type: none"> Not yet underway Carried forward to 2019 	<ul style="list-style-type: none"> Will review as part of the creation of the policy for reserves as a whole and reallocate reserves if necessary Q2.

UTILITY UPGRADES

Strategies (we will...)		Desired results or achievements			
a)	Determine a funding model for upgrades to the wastewater treatment plant.	a) Wastewater plant funding options study and recommendations is completed. b) Infrastructure grant funding options are identified and explored. c) Wastewater treatments plant maintains certification.			
b)	Explore creation of municipally-owned utility corporation.	a) Utilities are managed under the most appropriate structure.			
c)	Explore regional service agreement for various utilities.	a) Benefits and costs of service delivery are available to regional partners.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Funding options study is completed.	2018 Q3	Ops	<ul style="list-style-type: none"> The best option is the City receiving funds from both provinces and the federal government covering 2/3 of the proposed cost, with the City contributing the final 1/3 from borrowing. 	<ul style="list-style-type: none"> Ongoing
a)	Applications have been submitted for any available grants.	2019 Q2	CFO/Ops	<ul style="list-style-type: none"> Applications have been made to both the Alberta and Saskatchewan's New Building Canada Fund. Additional application was made to the Alberta Municipal Water/Wastewater Partnership. Continue to explore grants for the WWTP. 	<ul style="list-style-type: none"> The City applied for additional funding through the Alberta Investing in Canada Infrastructure Program.
a)	Plan for upgrade to wastewater treatment plant is approved by council.	2018 Q1	Ops	<ul style="list-style-type: none"> Council approved the use of the project delivery method of Integrated Project Delivery. The method will provide the most efficient process for the design and construction of the facility. The project is on hold pending the municipality receiving sufficient funding. 	<ul style="list-style-type: none"> All work in relation to proceeding with the Integrated Project Delivery process and the design and construction of the new facility are awaiting approvals to start once the City has received funding.

b)	Council considers alternative structures for managing municipal utilities.	2019 Q3	Ops/CFO	<ul style="list-style-type: none"> There is a software program to explore better model. Due to time constraints on Finance support for supporting the model with numbers from Finance has been put on hold until progress is made with the financial package. 	<ul style="list-style-type: none"> 75% of financial data input has been completed along with Capital expenditures identified in City Master Plans. A number of utility model scenarios are set up for review, however, additional data input is required to complete modelling to determine if current utility fees meet future Operating and Capital expenditures. As part of the work to be completed in Asset Management in 2019, a prioritization matrix will be established to assist in prioritizing capital projects. 2019 Q3 review for implementation 2020 budget.
c)	Service delivery options are presented to neighbouring municipalities and industry.	2018 Q3	CM/Ops	<ul style="list-style-type: none"> MOU signed with Sask Water; ACE Agreement complete; preliminary discussions on regional wastewater 	<ul style="list-style-type: none"> Discussions continue with SaskWater and establishing an agreement to be brought forward for consideration in 2019. Continue discussions County of Vermilion River with regional services.

AIRPORT MANAGEMENT

Strategies (we will...)		Desired results or achievements
a)	Increase the use of the airport.	<ul style="list-style-type: none"> a) Recommendations from the 2016 Passenger Demand Study are developed. b) Specific recommendations are acted upon. c) Lloydminster airport is promoted to business and industry.
b)	Explore options for increased scheduled service into the airport.	<ul style="list-style-type: none"> a) Citizens and business in Lloydminster have more options for flying out of the City.
c)	Create plans to upgrade the airport.	<ul style="list-style-type: none"> a) Runways, taxiways and aprons are certified for transport category aircraft. b) Landing system allows Category I or II ILS approaches. c) Published approaches allow all-weather use.

Performance Measures

Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Council is aware of recommendations emerging from the Passenger Demand Study	Q4 2019	Clerk/Ops	<ul style="list-style-type: none"> • Review update and conduct long-range survey on airport demand. 	<ul style="list-style-type: none"> • This item did not make the list of projects for 2019 and will be considered into the 2020 Budget request.
a)	City administration acts on accepted recommendations.	Q4 2019	Clerk/Ops	<ul style="list-style-type: none"> • Provide Council with recommendations. 	<ul style="list-style-type: none"> • Provide Council with recommendations. • Ongoing – Q4 2019.
a)	Lloydminster airport is part of economic development strategies.	Q4 2019	CDS	<ul style="list-style-type: none"> • Economic Development is incorporating this into their plan. 	<ul style="list-style-type: none"> • Q1 Request for 25% Regional Aerotropolis Study project support from the County of Vermilion River. Support granted, 25% or \$37,500.00. • Q2 Application for CARES funding for Regional Aerotropolis Study. • Q2 RFP for Regional Aerotropolis Study.
b)	City or region meets with at least two air carriers about scheduled service.	Q3 2019	Clerk/Ops/CDS	<ul style="list-style-type: none"> • As of June 21st, the second air carrier started in Lloydminster with active flights 6 days a week from Sunday to Friday. 	<ul style="list-style-type: none"> • One carrier has increased its flights to seven days per week.
c)	Airport infrastructure is upgraded, or plans are in place to do so.	Q3 2019	Clerk/Ops	<ul style="list-style-type: none"> • Transport Canada is reviewing runway upgrade for 2019 and City of Lloydminster is upgrading taxi ways for the next 3 years 	<ul style="list-style-type: none"> • City has been approved for \$5,200,000 runway upgrade to be completed in 2019. Taxiway upgrades will be proceeding in 2019.

c)	Transport Canada approves revisions to airport landing instrumentation.	Q3 2019	Clerk	<ul style="list-style-type: none"> • All aeronautical data for the Lloydminster Airport is up to date and compliant with current Canadian Aviation Regulations. • Runway approaches at the Lloydminster Airport utilize the best Global Positioning Satellite System currently available. The runway approaches initially implemented and approved by Transport Canada in 2013 and there is only one better system available - a radio-based system which provides an operational cloud level only 50 feet lower than that of the current system. This radio-based system has an initial cost estimate range of \$3 to \$10 mil USD and could foreseeably be replaced by GPS technology in the future. The only growth that would ever affect the current system would be to lengthen the runway, thus geographically changing the approach locations. 	<ul style="list-style-type: none"> • All aeronautical data for the Lloydminster Airport is up to date and compliant with current Canadian Aviation Security Regulations. • The approach system currently in use is still the best Global Positioning Satellite System available at the time of this report. • There are no indicators of a need to consider a radio-based system in the near or distant future.
c)	Transport Canada updates published approaches.	Q3 2019	Clerk	<ul style="list-style-type: none"> • All aeronautical data for the Lloydminster Airport is up to date and compliant with current Canadian Aviation Regulations. Unless otherwise instructed, Lloydminster Airport Aeronautical Data is at minimum reviewed by Airport Staff on a quarterly basis and any required update(s) will be submitted to NAV Canada. NAV Canada will then publish the update in all relevant aeronautical documents. There are no forecasted amendments to the published Lloydminster Airport runway approaches 	<ul style="list-style-type: none"> • Data review schedule remains unchanged. • All aeronautical data for the Lloydminster Airport is up to date and compliant with current Canadian Aviation Security Regulations. • There are no forecasted amendments to the published Lloydminster Airport runway approaches at the time of this report.

LONG-RANGE CULTURAL FACILITY PLANNING

Strategies (we will...)		Desired results or achievements			
a)	Determine the current state of all City cultural facilities.	a) Gather data about facility life expectancy and operating costs in Work Tech.			
b)	Provide direction on facility updating and management on a case-by-case basis.	a) Cultural Facility Usage and Suitability Policy is created.			
c)	Identify options for facility usage, upgrade, and replacement.	a) Actions required for each facility are identified and action begun.			
d)	Ensure that cultural facilities meet identified needs as closely as possible.	a) Stakeholders provide input into how facilities fit within in cultural fabric of the City and Region.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Cultural facility condition study is complete.	2019 Q3	CDS	<ul style="list-style-type: none"> A building committee was formed and reviewed City buildings. Preparing a report to Council to develop a plan for facilities. Currently, Administration is using an old assessment (completed in 2010) for the LCSC. There was no budget allocation in 2018 for a building assessment but pending direction from Council could include in 2019 budget. 	<ul style="list-style-type: none"> Contractor has been hired to conduct conditions study. The contractor will evaluate condition, make recommendations on exhibits, make recommendations for space needed provide three concept drawings for future facility based on condition report and space needs assessment. Final draft in preparation of Council Q2 2019.
b)	Council considers Cultural Facility Usage and Suitability Policy.	2019 Q3	CDS	<ul style="list-style-type: none"> The completion of the building report will give guidelines to developing a policy. Administration is reviewing other municipalities' Facility Usage and Suitability Policies. 	<ul style="list-style-type: none"> Will happen late 2019 Q3 or early Q4. Final draft in preparation of Council Q2 2019.
c)	Capital plans include updates to identified cultural facilities.	2019 Q4	CFO/CDS	<ul style="list-style-type: none"> Information from the building report will determine capital plans. Not yet started 	<ul style="list-style-type: none"> Once LCSC building plan complete will review the three concept plans to start understanding investment. Moved to 2019 Q4 possibly 2020 and the capital priority planning results and available funding.
d)	80% of citizens identify that they are satisfied or very satisfied with Lloydminster's cultural facilities.	2019 Q2	COS	<ul style="list-style-type: none"> Survey to be completed in Q2 2019. 	<ul style="list-style-type: none"> Not yet completed. Administration considering further community-engagement relating to cultural facilities for Q3 2019.

DOWNTOWN REVITALIZATION

Strategies (we will...)		Desired results or achievements			
a)	Develop a shared vision for downtown.	a) Focused vision for downtown revitalization. b) Downtown Area Redevelopment Plan (DARP) is completed.			
b)	Consider incentives, penalties, and rewards to encourage downtown revitalization.	a) Council policies align with DARP.			
c)	Host community events in the downtown.	a) Business notice that downtown becomes more of a destination for shoppers.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	City, Chamber and business owners agree on a vision for downtown redevelopment.	2018 Q2	Council/CM	<ul style="list-style-type: none"> DARP Project approved, Terms of Reference established. 	<ul style="list-style-type: none"> Advisory Committee established providing direction and ideas on developing the downtown area.
b)	DARP is approved by council, with the endorsement of the Chamber and BID.	2018 Q2	Council/CM	<ul style="list-style-type: none"> Consultant hired - approved in budget. Meeting with Chamber and Committee Terms of Reference established. 	<ul style="list-style-type: none"> Downtown Business Improvement District has been dissolved and some of its members became part of the DARP Advisory Committee.
c)	Council considers policies and bylaws that promote the city's downtown.	2018 Q4	Ops/CDS	<ul style="list-style-type: none"> Will be reviewed as part of the DARP. 	<ul style="list-style-type: none"> The DARP is in its final stages and will be brought forward for review and consideration Q2 2019.
d)	Downtown chamber members indicate that business numbers have risen ¹ .	2018 Q2	CDS	<ul style="list-style-type: none"> Survey to be completed in Q2 2019. 	<ul style="list-style-type: none"> Recommend this item be moved to Economic Development portfolio.

NEIGHBOURING MUNICIPALITY PARTICIPATION

Strategies (we will...)		Desired results or achievements			
a)	Pursue creative and mutually beneficial partnerships with neighbouring municipalities.	a) Opportunities for shared service delivery are explored with surrounding municipalities. Specific areas of interest include: <ul style="list-style-type: none"> ▪ Policing ▪ Fire service ▪ Emergency management b) Funding of regional services is proportional to population and service intensity use.			
b)	Compile user demographic data on recreation facility use.	a) Programs align to users' needs. b) Funding support from patron municipalities reflects usage rates.			
c)	Establish an animal services framework with neighboring municipalities and SPCA	a) Costs for City and SPCA services are recouped when animals from outside Lloydminster are brought in.			
Performance Measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Updates 2019
a)	Intermunicipal collaboration study identifies potential areas for shared services.	2019 Q4	CM/Clerk	<ul style="list-style-type: none"> • Fire services continues to maintain mutual agreements with surrounding RMs. There is opportunity to expand the regional services agreements. • Emergency Management is looking at the first steps in developing a formal regional service delivery model and shared plan. 	<ul style="list-style-type: none"> • Fire Services has maintained working relationships with both RM's. Currently at final stages of negotiating a contract with the Lloydminster Rescue Squad. • Emergency Management is on final stages of leading the creation of a wide-spread emergency management mutual aid agreement. • Preliminary discussions has occurred with neighbouring municipalities on all potential opportunities • Ongoing work required to continue this further
a)	Funding agreement is in place with shared service partners.	2020 Q4	CM/Clerk	<ul style="list-style-type: none"> • Discussion occurring on ICF; Annexation, IDP- will progress into more operational discussions. 	<ul style="list-style-type: none"> • Discussion occurring on ICF; Annexation, IDP- will progress into more operational discussions.
b)	Recreation facility user study is completed.	2019 Q4	CDS	<ul style="list-style-type: none"> • Reviewing other municipality agreements and discussion will be held through the annexation process. 	<ul style="list-style-type: none"> • Ongoing

b)	Recreation facility use funding agreements with regional municipalities are reached.	2019 Q4	CM	<ul style="list-style-type: none"> • Discussion occurring on ICF; Annexation, IDP- will progress into more operational discussions. 	<ul style="list-style-type: none"> • Discussion occurring on ICF; Annexation, IDP- will progress into more operational discussions.
c)	Animal control funding agreements with regional municipalities are reached.	2019 Q4	Clerk	<ul style="list-style-type: none"> • Public Safety will be reaching out to the regional neighbours to begin discussions. 	<ul style="list-style-type: none"> • Discussions at a high level with Kitscoty, Marwayne and Paradise Hill have occurred, no decision has been taken as the communities needed to determine what level of support they would require. Most currently contract the service and are concerned about costs.

PUBLIC TRANSPORTATION

Strategies (we will...)		Desired results or achievements			
a)	Determine the viability of options for public transportation inside Lloydminster.	a) Study determines the viability of various modes of public transportation. b) City acts on recommendations from the study.			
b)	Ensure that pedestrians and cyclists are able to move freely through the city trail network.	a) Urban trail system is fully interconnected.			
Performance measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Public Transportation study completed by external experts.	2019 Q4	Ops	<ul style="list-style-type: none"> Anticipated to be completed by target timeline of Q4 2019. 	<ul style="list-style-type: none"> This item did not make the list of projects for 2019 and will be placed into the 2020 Budget request.
a)	City chooses next steps in encouraging public transportation.	2020 Q2	CM/CDS	<ul style="list-style-type: none"> Social Programs and Services is looking to expand senior taxi program to include permanent disability or low-income cut-off (LICO). 	<ul style="list-style-type: none"> Social Programs and Services is researching models to expand senior taxi program to include permanent disability or low-income cut-off (LICO). CM has delegated Operations to start reviewing process of other municipalities.
b)	Trails master plan is completed.	2020 Q2	Ops	<ul style="list-style-type: none"> The Master Plan has been identified as a 2019 capital budget item as per the five-year capital plan. 	<ul style="list-style-type: none"> This item did not make the list of projects for 2019 and will be placed into the 2020 Budget request.

PUBLIC LIBRARY

Strategies (we will...)		Desired results or achievements			
a)	Explore options for a new library location.	a) Determine library size and service requirements. b) Identify potential locations.			
b)	Guide fundraising campaigns to support library operations.	a) Library's increased operational and programming costs are offset by new funding.			
c)	Amend Lloydminster Charter to include new Alberta provincial regulations.	b) Lloydminster Charter reflects best practice in library governance.			
d)	Develop a communications and marketing plan to support increased visitation.	a) Community awareness of the library is enhanced.			
Performance measures					
Strategy	Measure	Status / target time	Lead Role	Status/Update 2018	Status/Update 2019
a)	Library study is completed by the city.	2020 Q2	CDS	<ul style="list-style-type: none"> To include and allocate a budget for a library study in 2019. 	<ul style="list-style-type: none"> Ongoing
a)	Library location is identified and secured.	2018 Q4	CDS	<ul style="list-style-type: none"> As part of the building report, review of possible locations. Once a suitable location has been found, the library study will be conducted. 	<ul style="list-style-type: none"> Ongoing
b)	Capital and operating fundraising campaigns are underway.	2019 Q2	CDS	<ul style="list-style-type: none"> Upon completion of the library study, funding campaigns will be discussed with the library board. 	<ul style="list-style-type: none"> Ongoing
c)	Alberta provincial library regulations are incorporated into the Lloydminster Charter.	2020 Q2	Council/CM	<ul style="list-style-type: none"> No progress to date. 	<ul style="list-style-type: none"> No progress to date
d)	Library circulation and patron visits increase.	2019 Q4	CDS	<ul style="list-style-type: none"> Will look into this process and complete by 2019. 	<ul style="list-style-type: none"> Ongoing