
2017-2021 Strategic Plan Update

July 2018



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. 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
a)	Council considers a stakeholder engagement policy.	2018 Q1	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.
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
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
b)	City Manager completes probation period.	2018 Q2	Council	Completed

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 b) Bylaws that are no longer required are rescinded.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
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

a)	Council considers specific policies for social media and asset management.	2018 Q1	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.
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.
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.
b)	Council considers new or revised bylaws as necessary.	Ongoing	Council	<ul style="list-style-type: none"> • Council and administration have made significant progress.
c)	ICFs are in place by October 2019.	2019 Q4	CM	<ul style="list-style-type: none"> • Preliminary discussions occurred tied to annexation.
c)	IDP is reviewed and is current.	2019 Q2	CM/Ops	<ul style="list-style-type: none"> • Preliminary discussions occurred tied to annexation
c)	OCPs are reviewed and are current.	2019 Q1	CM/Ops	<ul style="list-style-type: none"> • Building relationships to assist with process
d)	Lloydminster requests that both Alberta and Saskatchewan review the Lloydminster Charter.	2019 Q1	Mayor	<ul style="list-style-type: none"> • Ongoing

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 forwarded 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
a)	Lloydminster's annual planning includes adding or removing amounts from reserves.	2018 Q4	CFO	<ul style="list-style-type: none"> Will be reviewing during summer and throughout the 2019 budget process and subsequent budgeting years.
b)	Priority-based capital budgets comprise a portion of annual budget planning.	2018 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.

c)	Council is comfortable that 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.
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 develop – anticipate having these completed by December 31, 2019.
d)	Multi-year budget process commence.	2018 Q4	CM/CFO	<ul style="list-style-type: none"> • Develop a 3-year operational budget and 5-year capital budget.
e)	80% of surveyed citizens indicate they are satisfied or very satisfied that their city is being fiscally prudent*	2019 Q2	COS	<ul style="list-style-type: none"> • Survey to be completed in Q2 2019

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
a)	Council reviews all governance-level human resource policies.	2019 Q2	CM/COS	<ul style="list-style-type: none"> Required list of policies/directives has been completed. Development expected to be complete by Q2 2019.
b)	Council sets a comparator compensation level percentage of market.	2018 Q4	COS	<ul style="list-style-type: none"> Compensation survey currently taking place.
b)	Lloydminster completes compensation survey.	2018 Q3	COS	<ul style="list-style-type: none"> Compensation survey currently taking place.
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.
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.
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.

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 ▪ 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
a)	Council is aware of and satisfied with communications efforts with internal stakeholders.	2019 Q2	Council/CM	<ul style="list-style-type: none"> • Your Voice Nights, public engagement, surveys, social media.
b)	Council is aware of, participates in, and is satisfied with communications efforts with external stakeholders.	2019 Q2	Council/CM	<ul style="list-style-type: none"> • Quarterly meetings with RM of Britannia • Monthly meetings with CVR • Established initial communication with RM of Wilton.
c)	Council meets with MPs, MLAs and school boards and first nations at least once a year.	2018 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.

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
a)	Council is aware of the current regional growth plan.	2018 Q4	CM	<ul style="list-style-type: none"> Process to re-enter JRGS; education with ISL
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.

a)	Council establishes an economic development advisory committee (or equivalent)	2018 Q1		<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.
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.
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 be Q4 2019.
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
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 two2 elected officials have completed training.

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
a)	Council considers an event attraction and hosting policy.	2018 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.
b)	Council considers implementing a destination marketing levy,	2018 Q3	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.
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.

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 • Elite Male Hockey has indicated they will require assistance with franchise bid in 2019 • Midget Hockey has discussed interest and assistance in bidding for the 2019 Telus Cup • East Central FCSS Association of AB meeting held in June 2017 • Citizen Ceremony held October 2017, included both provinces.
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.
c)	High-level sponsorship guidelines are created.	2018 Q3	CDS	<ul style="list-style-type: none"> • Reviewing current sponsorship policy.

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
a)	Council considers a growth management strategy.	2018 Q3	CM/Ops	<ul style="list-style-type: none"> Council continues to work with CVR; however, work required on Saskatchewan side.
a)	Council considers a growth management policy.	2018 Q4	CM/Ops	
a)	Council review Capital Projects Off-site Levy Policy.	2018 Q4	CM/CDS	<ul style="list-style-type: none"> Council to review at future Council Meeting.
b)	Council sets density targets.	2019 Q1	CDS/Ops	<ul style="list-style-type: none"> Council to review Population strategy completed in JGS. Further review needed on Saskatchewan side
b)	At least one (re)development promotes increased residential density.	2020 Q1	CDS	<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	
c)	Updated prospective land use maps are created	2019 Q1	Ops	
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.

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
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.
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.
b)	Reserves policies require a portion of land sales to be retained for future use.	2018 Q4	CFO	<ul style="list-style-type: none"> This is achievable but have not started on this yet.

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
a)	Funding options study is completed.	2018 Q3	CDS	<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.
a)	Applications have been submitted for any available grants.	2018 Q2	CFO/CDS	<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.
a)	Plan for upgrade to wastewater treatment plant is approved by council.	2018 Q1	CDS	<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.

b)	Council considers alternative structures for managing municipal utilities.	2018 Q4	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.
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

AIRPORT MANAGEMENT

Strategies (we will...)		Desired results or achievements		
a)	Increase the use of the airport.	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.	a) Citizens and business in Lloydminster have more options for flying out of the city.		
c)	Create plans to upgrade the airport.	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
a)	Council is aware of recommendations emerging from the Passenger Demand Study		Ops	
a)	City administration acts on accepted recommendations.		Ops	
a)	Lloydminster airport is part of economic development strategies.		Ops	
b)	City or region meets with at least two air carriers about scheduled service.		Ops	As of June 21 the second air carrier started in Lloydminster with active flights 6 days a week from Sunday to Friday.
c)	Airport infrastructure is upgraded, or plans are in place to do so.		Ops	Transport Canada is reviewing runway upgrade for 2019 and City of Lloydminster is upgrading taxi ways for the next 3 year

c)	Transport Canada approves revisions to airport landing instrumentation.		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.
c)	Transport Canada updates published approaches.		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

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
a)	Cultural facility condition study is complete.	2018 Q4	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.
b)	Council considers Cultural Facility Usage and Suitability Policy.	2018 Q4	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.
c)	Capital plans include updates to identified cultural facilities.	2018 Q4	CFO/CDS	<ul style="list-style-type: none"> Information from the building report will determine capital plans. Not yet started
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.

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
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
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
c)	Council considers policies and bylaws that promote the city's downtown.	2018 Q4	Ops	<ul style="list-style-type: none"> Will be reviewed as part of the DARP
d)	Downtown chamber members indicate that business numbers have risen ⁱ .	2018 Q2	COS	<ul style="list-style-type: none"> Survey to be completed in Q2 2019.

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
a)	Intermunicipal collaboration study identifies potential areas for shared services.	2019 Q4	CM	<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
a)	Funding agreement is in place with shared service partners.	2019 Q4	CM	<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.

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
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.

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
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
a)	City chooses next steps in encouraging public transportation.	2020 Q2	CM/COS	<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)
b)	Trails master plan is completed.		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

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
a)	Library study is completed by the city.		CDS	<ul style="list-style-type: none"> To include and allocate a budget for a library study in 2019.
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
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.
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
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.