

2016



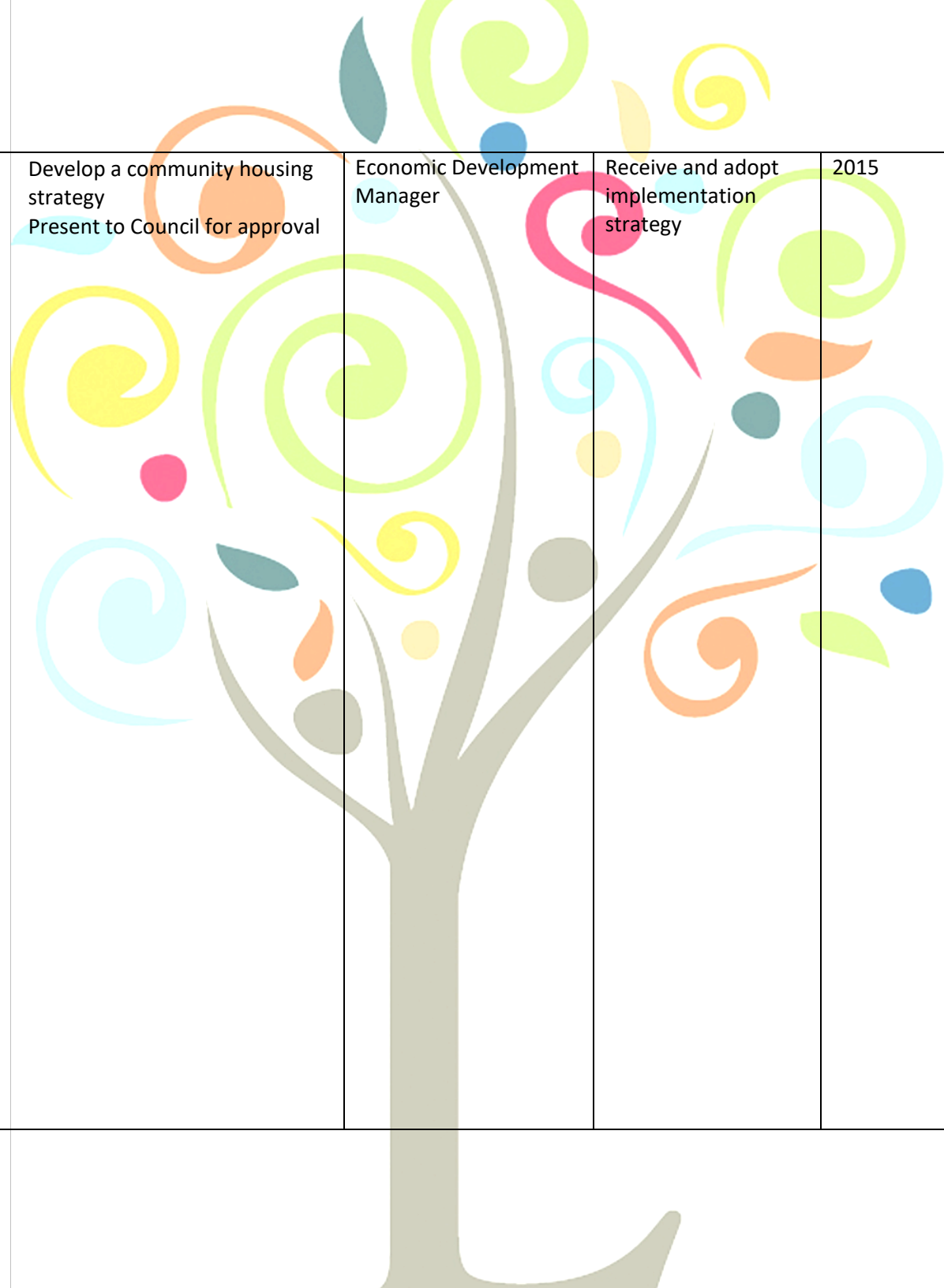
2014-2017 Strategic Plan Annual Review





1. Safe, Healthy and Vibrant Community.
 The development of a safe, healthy and vibrant community is critical in providing the environment that citizens and businesses will prosper in.

Strategic Priority	Key Activities	Administration Role	Council Role	Completion Date	Results
Community Services					
1.1: Regional Transit Program - Development - Potential Cost Sharing	Finalize operating details Award advertising contract for bus stops Secure project partners Complete bus stop upgrades, as approved Program annual review	Economic Development Manager	Approve budget Receive awarded contract for information	Q3 2014 Operational 2016 Upgrades completed	September 2015 has marked one year of operations for BOLT transit. An annual report was presented to Council detailing public feedback and overall operational assessment. BOLT patrons were provided an expanded service onto City of Red Deer Route 10 to RDC, Bower Mall and the hospital for a one year trial period commencing in 2015. Three stops were relocated for improved safety and access. A total of six (6) bus stop shelters were completed in the community.



<p>1.2: Develop and adopt an implementation strategy to address priority housing needs</p>	<ul style="list-style-type: none"> • Develop a community housing strategy • Present to Council for approval 	<p>Economic Development Manager</p>	<p>Receive and adopt implementation strategy</p>	<p>2015</p>	<p>The housing plan was approved by Council on October 14, 2014. The four areas of focus within the plan included:</p> <ul style="list-style-type: none"> • Targeted attraction efforts • Municipal Development Plan Update • Land Use Bylaw Update • Mobilize community assets and resources <p>An affordable housing strategy was presented to and adopted by Council on June 15/15.</p> <p>In 2015, funding applications were approved for:</p> <p>Habitat for Humanity – Red Deer (4 affordable housing units) \$300,000 Central Alberta Youth Unlimited (Supportive Housing Program)\$80,000</p> <p>Effective January 2016, the Affordable Housing Steering Committee will have a full complement of members.</p>
--	---	-------------------------------------	--	-------------	---

Recreation and Culture					
1.3 Michener Park <ul style="list-style-type: none"> • relocation of baseball diamonds • Design/development plan 	<ul style="list-style-type: none"> • Prepare tender documents for ball diamond construction • Integrate long term design and development plan as a component of green space optimization plan 	Facilities Manager	Approve budget	2014 Ball Diamond 2017 Completion	Site preparation, grading, sod and fencing completed for the initial diamond relocation.
1.4 Green Space optimization plan <ul style="list-style-type: none"> • usage • design • maintenance/operation 	<ul style="list-style-type: none"> • Complete RFP for development of green space optimization plan for all parks and green spaces • Present plan to Council • Develop implementation plan 	Director of Community Services	Receive plan for information	2014 - 2017	<ul style="list-style-type: none"> - Lombard North was awarded the landscape design architecture services contract. - Design for Off leash Dog Park, Kew Gardens and Elizabeth Park were focus areas for 2015. Off leash dog park fenced and in use in fall 2015. - Draft changes to Engineering guidelines and specifications 90% complete, Developer requirements and guidelines package will follow for presentation to Council and Developers. Updated Engineering Guidelines will outline MR requirements and standards. - Inventory of all green spaces and amenities is complete.

<p>1.5 Implementation strategy for Recreation and Culture Master Plan</p> <ul style="list-style-type: none"> • Long term vision for recreational programming and facility needs 	<ul style="list-style-type: none"> • Increased partnerships with agencies and businesses • Facility lifecycle planning • Liaise with C4 Community and encourage them to develop a business plan 	<p>Director of Community Services</p>	<p>Receive Strategy for Information Adoption of Strategy in Principle</p>	<p>Q4 2014 – Q4 2015</p>	<ul style="list-style-type: none"> - The long-term capital plan for parks and green space is scheduled for completion in 2016. - The ten-year capital recreation facility plan is updated annually with lifecycle replacement and upgrades identified for major recreation facilities. - The City is participating in a regional ice use analysis to be completed in 2016. - Community Partnership Grant is utilized to encourage external groups to undertake program delivery. - Attending C4 Committee meetings and providing administrative support. - A local volunteer portal was designed allowing organizations to advertise on the provincial network. - Continued partnership with Burman University on Sunday @ 7 concert series and trail development.
<p>Planning and Development</p>					
<p>1.6: HIRF Building Requirements</p>	<ul style="list-style-type: none"> • Advocate for exemptions to be removed • Develop a media release that promotes Lacombe as fire-safe community based on code requirements 	<p>Fire Chief</p>	<p>Engage and meet with provincial counterparts</p>	<p>Q4 2014</p>	<p>Complete</p> <p>Advocacy with Alberta Fire Commissioner’s Office continues.</p>

<p>1.7: MSP Implementation Plan</p>	<ul style="list-style-type: none"> • Identify targets • Separate community based form organizational level priorities • Incorporate MSP components into Corporate plans • Develop Tracking & Reporting Framework 	<p>Manager of Planning and Development</p>	<p>Approve targets Receive performance reporting</p>	<p>Q4 2014</p>	<p>Adopted October 2014; 2015 action items included:</p> <ul style="list-style-type: none"> -Historic Resource Committee looking to implement salvage program -energy emission reduction – items part of MDP and LUB policies to promote sustainable development; -deliver upgrades at Cranna Lake -continue sidewalk enhancements downtown -continue to explore business incubation -Supportive Health policies in LUB -Look at means to get recreation to low income groups - MSP goal review in Q3 2015 -Bike loan program reviewed with Regional Tourism for implementation in 2016
-------------------------------------	--	--	--	----------------	--

Emergency and Protective Services					
1.8 Update Emergency Management Plan <ul style="list-style-type: none"> • Social Services Emergency Plan • Evacuation Plan 	<ul style="list-style-type: none"> • Update and obtain approval for hazard identifications from Emergency Management Advisory Committee • Complete draft Social Services Emergency Plan • Develop agreements with NGOs and FCSS • Develop a standardized community evacuation plan • Create a shelter in place program 	Director of Corporate Services	Receive and adopt plan	Q4 2014 – Q4 2015	Hazard Identification update completed in January 2016. Emergency Social Services Plan inclusive of shelter in place and evacuation plan is being written for the regional emergency management partnership by ERMIC Consultant. City of Lacombe emergency reception centre plan will be developed in 2016.
1.9 Fire Services Review <ul style="list-style-type: none"> • Staffing • Equipment • Facility • Impact of regional commitments 	<ul style="list-style-type: none"> • Develop a long term fire services strategy for presentation to Council • Develop a standardized and updated mutual aid agreement • Council reviews and adopts strategy 	Director of Corporate Services	Receive and adopt strategy	Q4 2014 – Q4 2015	Service level updates completed in 2015. Mutual Aid Agreement to be reviewed by Corporate Services Director in 2016. Fire Department facility review and long-term equipment plan to be undertaken in 2017.
1.10 Support completion of Lacombe Police Commission Strategic Plan	<ul style="list-style-type: none"> • Conduct strategic planning workshop • Meet with Chair and Chief to discuss resourcing of plan objectives 	Chief Administrative Officer	Receive as information	Q2 2014	The LPC Strategic Plan is complete.

1.11 Develop an engagement and consultation strategy with LPC	<ul style="list-style-type: none"> • Host a joint meeting between Council and LPC to discuss consultation opportunities and processes • Adopt an engagement and consultation strategy for mutual consent 	Chief Administrative Officer	Council, in collaboration with LPC defines consultation parameters	Q3 2014	The Lacombe Police Commission is currently invited to present their annual budget in October with other core service agencies. The Annual Plan for LPS and LPC is presented to Council for information.
---	--	------------------------------	--	---------	---

2. Land Resources and Acquisitions.
 It is essential that a sufficient inventory of properly designated and zoned land exists to support future development within the municipality.

Strategic Priority	Key Activities	Administration Role	Council Role	Completion Date	Results
Planning and Development					
2.1: Inter-Municipal Development Plan Update <ul style="list-style-type: none"> • Northwest Area Structure Plan 	<ul style="list-style-type: none"> • Work with Lacombe County to update IDP • Review and implement terms of reference developed by County 	Manager of Planning and Development	Approve budget Receive and adopt plan	2015	IDP update is in progress with an added servicing study component. This review is scheduled for completion in 2016.
2.2: Complete update of MDP	<ul style="list-style-type: none"> • Complete initial draft • Complete public consultation sessions • Present to Council for adoption 	Manager of Planning and Development	Receive and adopt bylaw	Q2 2015	The MDP update is complete ("Growing Lacombe" 2015-2036)

3. Operations: Infrastructure Growth and Asset Management
 Public infrastructure is central to our prosperity and quality of life.

Strategic Priority	Key Activities	Administration Role	Council Role	Completion Date	Results
3.1 Long term wastewater management strategy	<ul style="list-style-type: none"> Advocate for regional sewer through commission Develop timeline for local upgrades to sewer system Undertake receiving stream impact assessment Integrate infrastructure requirements into infrastructure lifecycle plan 	CAO of Regional Wastewater Commission	Provide political support Receive and adopt strategy Approve budget	2016	Member municipalities entered into a detailed design funding agreement. Technical committee formed to carry out detailed design and land acquisition. NRDRWWC undertaking a corporate search for a project administrator to commence work in Q1 2016. Local vs. regional treatment study results expected in Q1 2016.
3.2 Ring Road Conceptual Design	<ul style="list-style-type: none"> Develop a conceptual ring road plan Develop a phasing plan with costs Present conceptual plan and phasing plan to Council 	Director of Infrastructure Services	Receive and approve conceptual design	2016	Ring road conceptual design is a consideration in the IDP review.
3.3 Water Meter Upgrade	<ul style="list-style-type: none"> Complete water meter replacement program over four years Complete software integration (Neptune) 	Director of Infrastructure Services	Approve budget	2017	Year 3 of program progressing on schedule. 50% of the City switched over to radio read meters.

<p>3.4 Complete Wolf Creek/Whelp Brook Basin Study</p>	<ul style="list-style-type: none"> • Complete study • Present findings to Council 	<p>Director of Infrastructure Services</p>	<p>Receive and adopt study</p>	<p>Q4 2014 – Q3 2015</p>	<p>Study complete</p> <p>Master Drainage Plan received approval under the Water Act from Alberta Environment and Parks on August 24, 2015.</p>
<p>3.5 Investigate impact of changing levels of surface water, and assess options</p>	<ul style="list-style-type: none"> • Develop project terms of reference • Engage consulting support • Develop water surface control plan 	<p>Director of Infrastructure Services</p>	<p>Receive report</p>	<p>2015</p>	<p>Temporary Diversion License granted by Alberta Environment & Parks for mitigation of water levels at Elizabeth Lake and Lake Anne. Pumping program will continue for the next three (3) years.</p> <p>Results will be used to develop infrastructure control options.</p>
<p>3.6 Infrastructure lifecycle planning</p>	<ul style="list-style-type: none"> • Complete project proposal and present to Council <ul style="list-style-type: none"> ○ Pavement quality index ○ Future water infrastructure needs ○ Wastewater infrastructure needs • Council approves budget for project initiation 	<p>Director of Infrastructure Services</p>	<p>Approves budget</p> <p>Reviews and adopts plan</p>	<p>2017</p>	<p>No action to date.</p> <p>Project is valued at \$350,000 in the 10 year capital plan for 2017.</p>
<p>3.7: Develop modeling of the Impact of the Off-Site Levies Bylaw</p>	<ul style="list-style-type: none"> • Retain consultant • Receive report on financial impact of current offsite levy bylaw • Present report/model to Council • Conduct annual bylaw review • Develop strategy to manage financial impact 	<p>Director of Infrastructure Services</p>	<p>None</p>	<p>Q1 2015 – Q4 2015</p>	<p>Model created.</p> <p>Training conducted for City staff.</p> <p>Consultation with affected parties occurred in 2015.</p> <p>Rate implementation in 2016.</p>

<p>3.8: Needs assessment and infrastructure requirements for Airport</p>	<ul style="list-style-type: none"> • Meet with Lacombe Flying Club • Develop terms of reference • Engage consultant • Develop an Airport Master Plan • Present to Council for adoption 	<p>Chief Administrative Officer Director of Community Services</p>	<p>Receive and adopt Master Plan Approve Budget</p>	<p>2015</p>	<p>Draft report presented to joint Councils in January 2016 addressing:</p> <ul style="list-style-type: none"> - Public benefit - Short and long-term asset management - Development potential - Operational and governance models
<p>3.9: Facility Lifecycle Planning</p> <ul style="list-style-type: none"> • Recreation Centre • Fire Hall • City Hall • LMC • Cemetery • Trails • Sports fields • Skate Park • ME Global Athletic Park • Daycare building • Tennis Courts • Police station • Infrastructure Services Buildings 	<ul style="list-style-type: none"> • Develop plan to address code deficiencies at recreation centre • Implement facility maintenance plan for recreation centre • Identify facilities for Lifecycle Planning • Develop project terms of reference for Facility Lifecycle Planning 	<p>Director of Community Services (recreation centre) Facilities Manager (Lifecycle Planning)</p>	<p>Approve budget Receive and adopt lifecycle plans</p>	<p>Q3 2015 project initiation 2016 completion</p>	<p>All code deficiencies have been addressed at the recreation centre. Final renovations pertaining to code deficiencies will be completed in 2016.</p> <p>Facility lifecycle planning and maintenance is identified in the ten-year capital recreation facility plan for the LMC, Barnett Arena, Kinsmen Aquatic Centre, and NWRA.</p> <p>Work will proceed on the compilation of a long-term lifecycle maintenance plan for the Lacombe curling rink in 2016.</p>

4. Economic Prosperity

Economic growth is often seen as essential for economic prosperity, and indeed is one of the factors used to measure prosperity.

Strategic Priority	Key Activities	Administration Role	Council Role	Completion Date	Results
4.1 Enhance Community Profile	<ul style="list-style-type: none"> Engage a marketing firm Develop draft profile Present profile to Council for feedback and adoption 	Community Economic Development Manager	Receive and adopt community profile	2015	New profile has been completed internally and is now available online. Sharing statistics with CAEP for the generation of an Economic Indicator Report.
4.2 Len Thompson Industrial Park Phase II <ul style="list-style-type: none"> Site Servicing Marketing and sales 	<ul style="list-style-type: none"> Complete grading contract Complete underground contract Complete shallow utilities Complete land sale agreement Finalize sales package RFP for sales 	Manager of Engineering Services (Construction) Community Economic Development Manager (Sales)	None	Q3 2014 Site servicing 2017 - Completion	Servicing complete – final asphalt lift competed in 2015. Sales and Marketing agreement with Royal LePage Lifestyles Realty extended to December 2016.
4.3 Work with Biorefinex representatives to bring this industry to Lacombe	<ul style="list-style-type: none"> Finalize land sale agreement 	Chief Administrative Officer	Endorse final land sale Endorse Development agreement	Q4 2014	The closing of this land sale agreement commenced on November 16, 2015 and will be completed in Q1 2016. A conditional development permit was issued for this site in October 2015.

<p>4.4 Compile a Community Economic Development Plan for review and adoption by Council</p> <ul style="list-style-type: none"> Encourage commercial development Encourage industrial development Engage in dialogue with companies to determine their needs, priorities and selection criteria 	<ul style="list-style-type: none"> Bring plan to Council for review Adopt a land strategy outlining land types, priority location, phasing, and guiding principles based on alternatives presented in Community Economic Development Plan Council adopt economic development plan Define role of Economic Development Board/Task Force/Committee 	<p>Community Economic Development Manager</p>	<p>Receive and adopt plan and strategies</p> <p>Approve budget</p>	<p>Q2 2014 -</p>	<p>CED Plan adopted by Council.</p> <p>Recruitment has begun for Community Economic Development Organization (CEDO), with initial members secured and a terms of reference endorsed. The group is in the process of incorporating as a society.</p>
<p>4.5: Main Street Program</p> <ul style="list-style-type: none"> Confirm Council Commitment 	<ul style="list-style-type: none"> Present a proposal to Council for consideration Council provides direction Implement Council direction 	<p>Manager of Planning and Development</p>	<p>Receive proposal</p> <p>Provide direction</p>	<p>2017</p>	<p>Program cancelled by Government; await new direction from Council</p> <p>Storefront Enhancement Program may offer opportunities to deliver some of the outcomes this program would have achieved.</p>
<p>4.6: Heritage Resources Committee provides Council with a Municipal Historic Resource Designation Bylaw</p>	<ul style="list-style-type: none"> Prepare bylaw for presentation and adoption by Council 	<p>Manager of Planning and Development</p>	<p>Receive and Adopt Bylaw</p>	<p>Q3 2014</p>	<p>Bylaw adopted in August 2014.</p> <p>Heritage Management Plan Adopted May 27, 2013.</p> <p>Two municipal historic resources designated (St. Andrews Church- August 25,-2014 and the Blacksmith Shop on August 24, 2015).</p>

4.6 (continued)					Award of Merit from Alberta Professional Planners Institute (APPI) for the strong Heritage Preservation Program: September 17, 2015
4.7: Adopt an implementation Plan for DARP	<ul style="list-style-type: none"> • Identify impacts on City departments • Integrate DARP requirement into initiatives in other departments • Develop a DARP objectives tracking and reporting mechanism 	Manager of Planning and Development	<p>Review and adopt</p> <p>Provide support for integration of DARP initiatives into corporate plans and strategies</p>	Q2 2014	<p>Implementation Plan presented to Council in 2015</p> <p>2016 items include:</p> <ul style="list-style-type: none"> - Encourage relocation of civic and provincial buildings downtown - Look for other funding sources for DARP (Economic Development Lead) - Explore construction incentives for downtown development - LUB work on implementing design guidelines for downtown - Investigate options in LUB update to look at bed and breakfast/boutique hotel opportunities in the downtown - Relocate downtown parklets following public consultation - Programs for visual and performing arts (e.g. Wednesday Market) and Feasibility Study for Performing Arts Facility (C4 led)

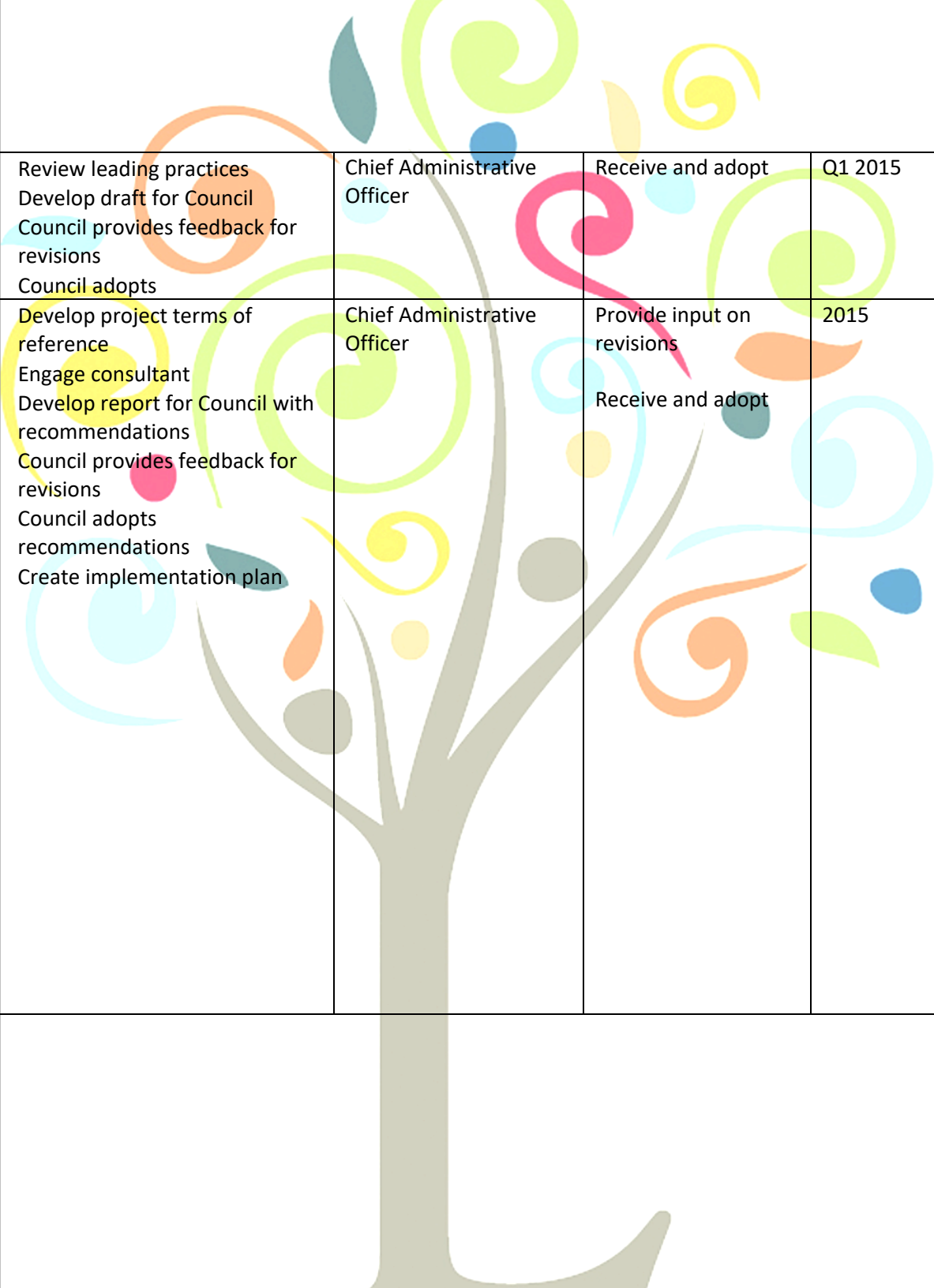
5. Operational Excellence

Operational excellence is an element of organizational leadership that stresses the application of a variety of principles, systems and tools toward the improvement of key performance metrics.

Strategic Priority	Key Activities	Administration Role	Council Role	Completion Date	Results
5.1 Define and Document Service Levels	<ul style="list-style-type: none"> • Develop an RFP • Engage consultant • Develop report for Council • Council provides feedback for revisions • Council adopts service level document 	Chief Administrative Officer	Provide feedback for revisions Receive and adopt	Q4 2014	The City of Lacombe Service Level Review was not approved in budget.
5.2 Complete review of Human Resources processes and policies	a. Complete review of HR policies b. Provide amended HR policies to Council for adoption c. Complete Supervisory training for managers d. Develop and adopt a succession planning strategy	Manager of Human Resources	Receive and adopt revised policies Endorse succession plan strategy	Q2 2014 (a) (b) Q4 2014 (c) Q2 2015 (d)	Completed review of all HR policies during 2012-13. Amalgamated, updated, and rescinded policies resulting in a total of 8 new policies. Adoption of policies was completed in August 2014. Supervisory training focusing on High Performance Leadership was offered and completed the spring of 2015. Work has begun on developing succession strategies for director level roles and second, identifying at risk positions such as those holding certifications on behalf of the City.

	<p>e. Complete review and update of Employee Code of Conduct</p> <p>f. Provide customer service training for staff</p> <p>g. Provide a workshop for front office staff on the roles and responsibilities of each department and directing customer enquiries</p>			<p>Q2 2014 (e)</p> <p>Q4 2014 (f)</p> <p>Q1 2015 (g)</p>	<p>Completed and adopted by Council in May 2015.</p> <p>Customer service training and dealing with difficult customers was provided to front line staff in May 2015. Additionally, the focus of the training session was defusing situations. Procedures on managing situations where staff require additional support are being drafted.</p> <p>Information Services is developing an on-line query database that can be accessed by staff when responding to inquiries. The launch date for this database is Q4 2016.</p>
<p>5.3 Explore opportunities to integrate cost-effective sustainable procurement practices</p> <ul style="list-style-type: none"> • Energy • Contractors • Suppliers 	<ul style="list-style-type: none"> • Review purchasing policy to integrate MSP-based evaluation criteria • Present to council for adoption 	Director of Corporate Services	Receive and Adopt Amendments to Purchasing Policy	2015	<p>Applied MSP Plan to 2015 Electricity Procurement process.</p> <p>AAMD&C serves as the City's purchasing agent and bulk fuel is purchased through UFA. These bulk purchase programs are cost effective for Lacombe.</p>
<p>5.4 Define LPS Service Levels expectations within City's Service Level Study</p>	<ul style="list-style-type: none"> • Engage LPS during service level review 	Chief of Police	Receive and adopt service level recommendations	Q4 2014	<p>The City of Lacombe Service Level Review was not approved in budget.</p>

<p>5.5: Complete review and update of LUB</p> <ul style="list-style-type: none"> Integrate environmentally sustainable building standards 	<ul style="list-style-type: none"> Identify leading practices and priority areas for review Complete consultation Present draft to Council Incorporate revisions Present for adoption 	<p>Manager of Planning and Development</p>	<p>Receive and adopt bylaw</p>	<p>2015</p>	<p>Update started in September 2015 with adoption scheduled for Q2 2016.</p>
<p>5.6: Develop an over-arching utilities Bylaw</p>	<ul style="list-style-type: none"> Review existing Water, Wastewater, Solid Waste bylaws Develop a consolidated bylaw Present bylaw to Council for adoption 	<p>Director of Corporate Services</p>	<p>Receive and adopt bylaw</p>	<p>Q4 2014-Q3 2015</p>	<p>The Utilities Bylaw review commenced in 2015. The new document, scheduled for presentation in 2016, will be inclusive of the bylaw, service level policy, service fees, rates, offenses and penalties.</p>
<p>5.7 OH&S implementation and capacity</p>	<ul style="list-style-type: none"> Present to Council a proposal for a safety program resourcing strategy Council provides direction and budgets 	<p>Chief Administrative Officer</p>	<p>Approve position Approve budget</p>	<p>Q2 2014</p>	<p>The Safety Coordinator position was increased to 1 FTE in January 2016. Improvements to the safety program include: regular workplace inspections, successful external safety audit, WCB fact package for employees and supervisors, complete hazard assessment update of safe workplace practices and circulation of workplace safety incidents.</p>
<p>5.8 Update Council Code of Conduct</p>	<ul style="list-style-type: none"> Review leading practices Develop draft for Council feedback Council adopts 	<p>Chief Administrative Officer</p>	<p>Actively participate in development Receive and adopt</p>	<p>Q4 2014</p>	<p>The Council Code of Conduct update was completed in April 2015.</p>



5.9 CAO Bylaw Update	<ul style="list-style-type: none"> • Review leading practices • Develop draft for Council • Council provides feedback for revisions • Council adopts 	Chief Administrative Officer	Receive and adopt	Q1 2015	Scheduled for review in 2016.
5.10 Review of Committee Structures	<ul style="list-style-type: none"> • Develop project terms of reference • Engage consultant • Develop report for Council with recommendations • Council provides feedback for revisions • Council adopts recommendations • Create implementation plan 	Chief Administrative Officer	Provide input on revisions Receive and adopt	2015	All Council Committee bylaws and terms of reference were reviewed and updated in 2015.

6. Community Relations					
Community relations refer to the various methods the City of Lacombe will use to establish and maintain a mutually beneficial relationship with residents, businesses, organizations and government.					
Strategic Priority	Key Activities	Administration Role	Council Role	Completion Date	Results
6.1: Implement a client experience tracking pilot project for Planning and Development	<ul style="list-style-type: none"> • Develop online and paper survey tool, tracking for unique identifiers • Track response trends and identify potential barriers to development • Develop a report of findings for presentation to Council 	Manager of Planning and Development	Receive findings for information	2015	<p>Developed and publish a semi-annual Planning and Development newsletter.</p> <p>Reported Planning and Development Symposium survey results to Council in January 2015.</p> <p>Updated and approved Planning and Development fees in 2015.</p>
6.2: Implementation of Marketing and Communication Strategy	<ul style="list-style-type: none"> • Develop key messages • Identify target audiences • Identify engagement formats and medium • Develop service standards • Provide media and social media training • Provide strategy to Council for input and tracking • Explore opportunities to improve use of technology to receive and track complaints and enquiries 	Director of Community Services	<p>Receive and endorse strategy</p> <p>Receive updates</p>	2015	<p>This public engagement protocol is complete.</p> <p>City of Lacombe Advertising and Promotion policy has been drafted for presentation to Council.</p> <p>Social media policy amendments will be presented to Council in Q1 2016.</p>

Other Initiatives Supporting the Strategic Priorities

- ECHO Endowment fund is being integrated into CEDO strategic initiatives. Material is being evaluated for effectiveness by stakeholders prior to final printing.
- Arena renovations are proceeding – Scott Builders was retained as Construction Manager and Stantec Consulting is serving as project architect. Arena dressing room expansion was added to the project scope. Contract negotiations are in progress with the Bentley Generals for use of the Barnett Arena.
- Police Facility project – construction completion is scheduled for September 2016.
- Downtown infrastructure replacement program – 2016 undertakings include: Impacted Stakeholder Consultation, Detailed Design for Infrastructure Replacement, Access Management Strategy, Contractor Recruitment and Cost Confirmation.
- Strategic/Business Planning implementation process – illustrate cascading alignment between the strategic plan, budget and business plans.

Strategic Pillars

1. Safe, Healthy and Vibrant Community

Safe, healthy and vibrant communities are multi-sectoral collaborations that integrate social, economic and environmental goals to benefit the whole community and strengthen community capacity.

2. Land Resources and Acquisitions

It is essential that a sufficient inventory of properly designated and zoned land exists to support future development within the municipality.

3. Operations: Infrastructure Growth and Asset Management

Public infrastructure is central to our prosperity and quality of life.

4. Economic Prosperity

Economic growth is often seen as essential for economic prosperity, and indeed is one of the factors used to measure prosperity.

5. Operational Excellence

Operational excellence is an element of organizational leadership that stresses the application of a variety of principles, systems and tools toward the improvement of key performance metrics.

6. Community Relations

Community relations refer to the various methods the City of Lacombe will use to establish and maintain a mutually beneficial relationship with residents, businesses, organizations and government.

Summary

The City of Lacombe 2014 – 2017 Strategic Plan contains 41 strategic actions, some of which are of a multi-year nature. Of these 41 strategic actions 40 have been launched, are in-progress or completed.

Other initiatives supporting strategic priorities have been listed as they directly support strategic pillars in the plan.

In reviewing the performance progress of the 2014 – 2017 strategic plan, I would like to thank Council for their direction and congratulate staff on all of their hard work and effort in the major accomplishments that have been achieved or are underway.¹

