



STAFF REPORT

Title: City of Cold Lake Strategic Priorities Update

Meeting Date: April 22, 2025

Executive Summary:

On April 15, 2024, Council and Administration met to discuss the City of Cold Lake's strategic priorities.

The process seeks to identify five (5) top priorities to guide the city's efforts and resources. These top five priorities are followed by several others that can be tackled as opportunity provides, or as progress is made on the top priorities, thereby freeing resources which can be reallocated.

City Council's Strategic Priorities Identified through the process are as follows:

1. Housing Stock/Affordability/Inventory
2. Homelessness and Vagrancy
3. Performing Arts Centre
4. Medical Centre Expansion Design and Construction (July)
5. Recidivism, Crime and the Justice System

Other priorities identified are as follows:

- Aerospace - Economic Development
- Portage College Expansion
- Medical Professional Staffing
- Commercial Development
- Community Board/Billboard
- Integration of Nurse Practitioners
- Community Art Opportunities

Background:

Since 2021, when the newly elected Council was able to set its first priority list in a two-day session guided by leadership consultant Gordon McIntosh, it has been a challenge to find a convenient time that has suited both Council and Administration to revisit its priorities.



Part of this has been due to the operational tempo experienced by both Council and administration, and part due to the nature of the priorities that had been set from the beginning. Many were large, multi-year projects which are only now approaching some resolution, final stages or the start of construction.

Others are large, complex social issues which are being experienced on a scale that extend well beyond the context of the City of Cold Lake, but have warranted a local reaction to mitigate their negative effects.

By comparison, the last set of strategic priorities adopted by Council were”

1. PILT Dispute Resolution
2. Homelessness/Vulnerable Population Forum
3. Community Safety Programs
4. Medical Clinic/Services
5. Aquatic Facility: Concept Development and Feasibility

The other priorities identified were: Public Works Operation Centre – Funding; Lakeshore Drive Implementation; Social Inclusion Policy Review; Arts & Culture Needs Assessment; Highway 28; Taxi Bylaw Review; Cold Lake Regional Airport – Expansion Options; Municipal Census; Safe Community Forum

The City of Cold Lake Strives to update its strategic priorities annually in sessions led by the City’s Chief Administrative Officer. The first Strategic Priority session after an election, however, is typically facilitated by a third-party consultant.

Alternatives:

- Council may pass or defeat a motion adopting the 2025 Strategic Priorities as presented.
- Council may pass or defeat a motion adopting the 2025 Strategic Priorities as amended.
- Council may accept this report as information.

Recommended Action:

Administration recommends that Council pass a motion adopting the City of Cold Lake Strategic Priorities Update as presented.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer