
2022-2025 Strategic Plan

Canada's Border City: a welcoming community with opportunity for all.

Review Date:



Introduction

Lloydminster City Council adopted a series of goals and strategies in creating an updated Strategic Plan for 2022-2025. This plan comprises the expressed desire of elected officials and provides citizens, businesses, Administration, and other stakeholders with an indication of the planned future of the City. Council identified a series of goals and strategies to work towards a common future for the community, which are outlined in this document.

The Strategic Plan is essential to ensure that over the next four years Council is aligned in their vision for Lloydminster. Through the plan and its associated priorities, City Administration has clear direction, and both Council and Administration can measure and track success.

City Council's governance role includes the mandate to provide strategic direction for Lloydminster. This high-level plan comprises that direction, builds on the previous 2017-2021 Strategic Plan, and helps Administration construct operational plans.

Priority ranking of goals has been identified. Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies. In some cases, low priority strategies must be achieved first.

Lloydminster's priority rankings for 2022-2025 are defined and colour coded as:

- **High Priority** – Items of a time-sensitive nature that are weighed against all other needs. High priorities are highlighted in lilac.
- **Medium Priority** – Items of continuing focus, planned and acted upon as part of the municipality's regular operations. Medium priorities are highlighted in aqua.
- **Low Priority** – Items of low urgency that typically do not significantly impact municipal services in the short term. Low priorities are not highlighted.

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

Review the strategic areas outlined below, considering any work your team has done since November 2021 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:

- Council = City Council
- CM = City Manager
- CDS = Executive Manager, Community Development Services
- OPS = Executive Manager, 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 outlines below in the status/update column.

3.1 DELIVERING GOOD GOVERNANCE – 3.1.1 Effective Government

Goal: To remain an open and responsive government				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Ensure that regional planning documents remain current.	Intermunicipal agreements such as ICF, IDP, OCP are always current. New intermunicipal agreements are formed as shared needs are identified.		
b)	Enhance accessibility to Council meetings.	Council and committee meetings are available through in-person and virtual formats.		
c)	Explore innovative ways to engage with citizens and staff.	Formal methods of deep engagement are in place.		
d)	Continue to build relationships with regional partners and other orders of government.	Council and/or administration regularly meets with governments, Indigenous groups, education institutions, staff groups, and community organizations.		
e)	Reduce red tape.	Residents, businesses, and other stakeholders have service needs met quickly and effectively.		
f)	Explore options to support recover from the COVID-19 pandemic.	The City and the community recover from the COVID-19 pandemic.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Lloydminster formalizes all intermunicipal agreements as required by statute or based on regional need.	2023 Q4	CM	
b)	Technology supports the virtual hosting of meetings in City buildings.	2022 Q4	Clerk/CFO	
c)	Both residents and staff report increased knowledge of how their city works. *	2025 Q4	COS	
d)	Council facilitates at least one partner relationship-building event each quarter.	2025 Q1	Council	
e)	Those who interact with the City experience a positive customer service experience. *	2025 Q4	COS	
e)	City implements recommendations from the LEAN process review.	2023 Q4	CM/CFO	

f)	Development of a Community Recovery Plan to assist with rebuilding community resiliency and social connections.	2022 Q4	CM/CDS	
f)	Planning for resiliency to support lost revenue sources and reporting the financial impact to the post pandemic new normal.	2025 Q5	CM/CFO	
f)	Embrace/Enhance the digital technology improvements learned through the pandemic.	2024 Q4	CM/CFO	
f)	Provide economic opportunities and continued supports for local business, industry, and organizations as they recover from the economic impacts of the COVID-19 pandemic.	2025 Q4	CM	

**This result relies on the administration of regular citizen and staff satisfaction surveys.*

DELIVERING GOOD GOVERNANCE – 3.1.2 Internal Capacity

Goal: To equip Lloydminster and allow flexibility to provide valuable programs and services to those who need them.				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Create a leadership program for staff.	Programs such as leadership training, succession planning, and mentorship are implemented.		
b)	Increase opportunities for revenue generation.	Lloydminster will seek to diversify revenue generation opportunities, including regional opportunities and exploring all grant opportunities.		
c)	Use innovative financial planning tools.	<p>LEAN culture including financial processes are implemented.</p> <p>Priority-based budgeting is implemented.</p> <p>Balanced scorecard is evaluated for Lloydminster in all key areas of finance, customer service, internal business and innovation and learning.</p> <p>Benchmark Lloydminster against leading municipalities and set realistic goals to achieve.</p>		
d)	Determine a strategy for the future of the City's Land Division.	The highest and best use of available land is front of mind when that land is developed and sold.		
e)	Enhance financial reporting processes.	Relevant financial data required to make good decisions is readily available to staff and the public.		
f)	Support the staff who work for the City.	<p>City staff benefit from training and recognition.</p> <p>The City's culture attracts staff and retains staff. Ensures employees have the tools to do their jobs.</p>		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	The percentage of annual staff turnover falls over the duration of this Strategic Plan.	2025 Q4	COS	
b)	Additional revenue sources, exclusive of property taxes, are pursued to ensure levels of service in our city are maintained or increased.	2025 Q4	CM/CFO	
c)	Lloydminster is recognized for excellence in financial reporting.	2024 Q4	CFO	
c)	Enterprise Resource Planning (ERP) recommendations reviewed for implementation. Consider digital technology to enhance City wide programs and services.	2022 Q1	CFO	

d)	The land division continues to support growth through development of City owned land to meet market requirements for residential, commercial, industrial lands.	2023 Q4	CM	
e)	Lloydminster establishes standardized financial and statistical data that can be validated, consistently collected and reported for use by each department as the financial and statistical data for the City.	2025 Q2	CFO	
f)	Lloydminster is known as an employer of choice.	2025 Q4	COS	
f)	Lloydminster establishes reasonably comparable municipalities using a consistent, reliable source to benchmark against and establish goals to achieve indicators that are desirable for the City.	2024 Q2	CFO/Clerk	

DELIVERING GOOD GOVERNANCE – 3.1.3 Legislative Compliance

Goal: To update statutory documents as required to keep them current				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Work with the Governments of Alberta and Saskatchewan to update the Lloydminster Charter.	Updated Charter that meets the legislative needs of the City of Lloydminster.		
b)	Update the City's Municipal Development Plan (MDP).	A current MDP provides predictability to those who want to invest in Lloydminster.		
c)	Update the Land Use Bylaw (LUB) and review density requirements.	Complementary land use types are located next to each other as Lloydminster continues to grow.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	A plan for Lloydminster Charter review is provided to the Governments of Alberta and Saskatchewan.	2025 Q4	Council/Clerk	
b)	Operations considers an updated MDP.	2023 Q2	OPS	
c)	The Land Use Bylaw is updated to reflect an updated MDP and amendments to the Land Use Bylaw are reduced.	2024 Q2	OPS	

3.2 MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.1 Infrastructure Growth

Goal: To prepare infrastructure for a growing city				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Prepare the City's Asset Management Plan so it focuses on City priorities.	Capital asset management planning provides accurate knowledge of future need. Develop a plan fund and support existing and new public assets required to support public services.		
b)	Plan for the replacement of the Centennial Civic Centre arena.	The community is deeply engaged in the planning, funding, and amenity-choices for a new arena.		
c)	Create a self-supporting utility model.	Utility rates are properly self-supporting and equitable; and citizens understand them.		
d)	Encourage development in the City's downtown.	More events are held in downtown Lloydminster. The community gets engaged in how to best enhance downtown. Infrastructure is available to meet the needs of a growing downtown. Funds are available to downtown building owners and businesses so they can upgrade their buildings.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	A feasible 10-year capital and operating asset management expenditure plan is in place.	2022 Q4	OPS/CFO	
a)	Draft asset management plans for critical public assets.	2023Q4	OPS	
a)	Implementation of an overarching standard asset management framework.	2023 Q4	OPS	
b)	Design, planning and construction of a new arena.	2025 Q4	CDS	
c)	Policies and bylaws support a sustainable utility model.	2025 Q4	OPS/CFO	
c)	Residents indicate they understand the utility model the City has chosen to enact.	2025 Q4	COS	
d)	Implement the Downtown Area Redevelopment Plan (DARP) and complete the short-term goals (0-5 years). Design for City infrastructure including underground and surface works is completed.	2024 Q4	CM/OPS	

MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.2 Efficient Transportation

Goal: To ensure that travel within the City is efficient				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Anticipate growth along major arteries.	Opportunity for a ring road is explored. North-south corridor is explored.		
b)	Put a focus on innovative forms of transportation.	People can move effectively using networked trails and sidewalks. Transportation options including transit are reviewed and evaluated.		
c)	Ensure the airport meets current and future regional needs.	Airport allows for new economic development opportunities. Regional partners have input into airport sustainability. Land around the airport is protected.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Council chooses options for future arterial road networks.	2023 Q4	Council/OPS	
b)	Trails and Sidewalks Master Plan high priority items implemented.	2023 Q4	OPS	
b)	Transit opportunities are explored and presented to Council for implementation.	2024 Q4	OPS/CDS	
c)	Establish implementation plan for the Airport Master Plan.	2023 Q4	OPS	

MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.3 Parks and Beautification

Goal: To provide a parks, trails, and wayfinding system that meets resident and visitor needs				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Bud Miller Park growth opportunities are evaluated.	Bud Miller Park provides a diverse range of recreational opportunities to users.		
b)	Evaluate existing Parks/Cemetery for enhancement opportunities throughout the City.	Locations for park enhancement investment are known and budgeted.		
c)	Create intuitive and attractive wayfinding throughout the City.	Residents and visitors alike can move efficiently through the City and its greenspaces.		
d)	Create a positive visual first impression for visitors to Lloydminster.	Visitors to Lloydminster are presented with urban beautification and helpful City signage.		
e)				
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Bud Miller Park Master Plan is updated.	2022 Q4	OPS/CDS	
b)	Parks Master Plan is established.	2024 Q4	OPS	
b)	Redevelopment and planning for the outdoor 'Heritage Park' at Weaver Park and future planning for the long-term Lloydminster Museum and Archives.	2022 Q4	CDS	
b)	Cemetery Master Plan short term implementation is completed.	2023 Q4	OPS	
c)	Wayfinding signs and system are updated or replaced.	2023 Q4	CM/OPS	
d)	Complements on the City's beautification are received through online platforms and available visitor resources.	2025 Q4	COS	

MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.4 Environmental Progressive

Goal: To exceed environmental regulatory requirements				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Evaluate environmentally sustainable initiatives.	Alignment with federal and provincial funding sources and investment programs		
b)	Continue to provide safe water and wastewater treatment.	The Lloydminster Water Treatment Facility Plan to upgrade infrastructure to meet future City growth. The new mechanical Wastewater Treatment Plant is fully operational.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Look for opportunities to be leaders in environmental management.	2025 Q4	OPS	
a)	Development of an Environmental Sustainability Plan that encompasses economic, social, cultural, and environmental interests.	2024 Q1	OPS	
b)	Water Treatment Facility completes an upgrade plan to meet the current and future needs of the City.	2023 Q4	OPS	
b)	The new mechanical Wastewater Treatment Facility IPD project is complete, and the plant is fully operational.	2024 Q1	OPS	

3.3 BUILDING ECONOMIC RESILIENCE – 3.3.1 Regional Perspective

Goal: To build the economic resilience of the region				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Create a business retention strategy with regional partners.	The City works with regional partners such as the Chamber of Commerce, Startup Lloydminster, and Community Futures to retain existing businesses.		
b)	Generate data that supports what the region has to offer.	Regional partners use the same set of resources to attract business to the most appropriate regional location.		
c)	Build a strong regional economic development initiative.	New businesses become aware of the Lloydminster region and choose to locate in the region.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	A new regional marketing partnership is formalized.	2022 Q4	CM/COS	
b)	A regional economic development strategy dovetails into the City's own economic development strategy.	2023 Q4	CM	
c)	The introduction of new businesses leads to increase land sales.	2024 Q4	CM	

BUILDING ECONOMIC RESILIENCE – 3.3.2 Business Attraction and Retention

Goal: To encourage businesses to move to Lloydminster				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Promote the City to business leaders and industry.	Lloydminster is seen as a group of government, Indigenous, private, and community partners supporting one economy.		
b)	Focus on diversifying the Lloydminster economy over the long-term.	Lloydminster benchmarks itself against comparators to determine best areas for future economic focus. The City attracts and hosts events that draw visitors to the City.		
c)	Encourage citizens to support local businesses.	Work with local business partners on a 'Think Lloyd First' strategy.		
d)	Show potential businesses that Lloydminster is business friendly.	Market the City broadly. Reduce barriers to business creation and growth.		
e)	Pursue an innovation-driven economy.	Internet infrastructure allows home-based, small, and medium business to work virtually from anywhere.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Council hosts a regional partners' economic development symposium.	2023 Q4	Council/CM	
a)	Business retention program is developed and implemented.	2024 Q4	CM	
b)	An annual economic benchmarking exercise is begun.	2023 Q4	CM	
c)	Local businesses report a shop local campaign is successful.	2024 Q4	CM	
d)	Lloydminster is represented in at least three relevant trade shows or conferences each year.	2025 Q4	CM	
e)	All homes and businesses in Lloydminster have access to reliable broadband internet service.	2023 Q4	CM	
e)	Three new provincial or national events are attracted to the region.	2023 Q3	CDS/CM	

3.4 PROVIDING A SAFE COMMUNITY – 3.4.1 Social Services

Goal: To build a strong sense of community				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Define the City’s areas of responsibility in the delivery of services to the community.	The City, service-delivery organizations, and citizens agree on how best to meet the social needs of citizens.		
b)	Focus on partnerships to effectively provide necessary services to a diverse population.	A Social Policy Framework identifies current needs, projected needs, and how to work with community groups to fill gaps.		
c)	Respond to the Truth and Reconciliation Commission’s Calls to Action.	Indigenous people feel welcome in Lloydminster.		
d)	Encourage a spirit of volunteerism that encourages citizens to help fellow citizens.	Work with community groups to determine whether a volunteer network or centre is needed.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Council established focus on community needs through the development of a social needs assessment and the development of a social policy framework.	2022 Q4	CDS	
b)	Council facilitates an annual consultation on community needs.	2023 Q4	Council/CM	
b)	All residents feel included in the community and that their diversity is valued.	2025 Q4	CDS	
c)	Indigenous people feel meaningfully engaged in life in Lloydminster.	2024 Q4	CDS	
d)	Council decides on next steps in formalizing a virtual and/or real volunteer centre.	2024 Q4	CDS	

PROVIDING A SAFE COMMUNITY – 3.4.2 Community Safety

Goal: To provide a community where people feel safe and are safe.				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Build and support community connections at the neighbourhood level.	Residents report a sense of belonging, support, and connection in their neighbourhoods.		
b)	Explore how best to respond to emergencies from a regional perspective.	Joint emergency management exercises provide confidence that incidents can be appropriately responded to regionally. Centralization of emergency management services under municipal control is explored.		
c)	Equitable funding for police services.	Funding from both Alberta and Saskatchewan governments allows for appropriate policing service levels.		
d)	Ensure that Lloydminster Emergency Services meet the needs of the community.	The minimum amount of personal injury and property damage is experienced by Lloydminster citizens and businesses.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	The Neighbourhood Connector program initiative is incorporated into City programs.	2022 Q4	CDS/Clerk	
b)	Emergency Management Memorandums of Understanding (MOUs) are signed with regional partners.	2023 Q2	Clerk	
c)	The RCMP funding agreement is fully funded by both provincial partners.	2024 Q4	Clerk	
d)	Citizens are very satisfied or satisfied with the response to City-controlled emergency services. *	2025 Q4	Clerk/COS	

**This result relies on the administration of regular citizen and staff satisfaction surveys.*

PROVIDING A SAFE COMMUNITY – 3.4.3 Use of Space

Goal: To allow all people in Lloydminster to live safely and recreate well				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Determine the City’s responsibility in providing access to housing choices.	All orders of government understand and accept their responsibility in providing for those in housing need.		
b)	Collaborate with users and user groups to maximize the utilization of City facilities.	Lloydminster provides required services and service levels as efficiently as possible.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update
a)	Housing needs assessment is updated.	2023 Q4	CDS	
b)	The utilization rate for City-owned facilities is higher than the provincial averages in Alberta and Saskatchewan.	2025 Q4	CDS	
b)	Continue to assist with removing barriers to City Recreation and Culture services.	2024 Q4	CDS	
b)	Building Partnerships to enhance the delivery of Recreation and Cultural Experiences.	2025 Q4	CDS	
b)	Improve/enhance the visitor experience.	2025 Q4	CDS	