



2026 - 2029

ADMINISTRATIVE CORPORATE PLAN



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A Message from the City Manager

CORPORATE PLAN OUTLINES ACTION, ALIGNMENT, ACCOUNTABILITY

As we share the City of Lloydminster's 2026–2029 Corporate Plan, I'm pleased to describe how our organization is bringing Council's strategic direction to life through thoughtful, purpose-driven actions. This plan reflects months of collaboration across every department, and it demonstrates our commitment to making sure that the work we do each day directly supports the vision set by Council and the community we serve.

Our five strategic priorities – each identified by your City Council – provide clear direction for the years ahead. Within this plan, you'll see how dozens of operational and capital initiatives align with these priorities. More importantly, you'll see how each activity connects to a larger story: building a resilient, thriving Lloydminster for the long term.

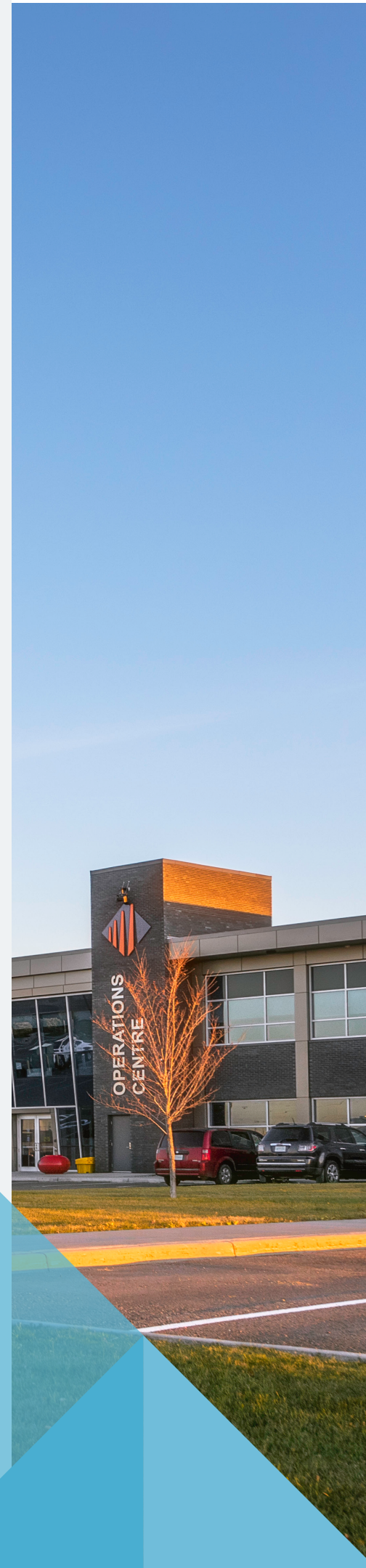
A well-crafted corporate plan is a natural extension of this work. By clearly defining what we will do, when we will do it, and how we will measure progress, we ensure that our financial decisions are anchored in strategy, not circumstance. This approach helps us balance today's needs with tomorrow's opportunities, reinforcing the value of responsible long-term planning in a growing municipality.

We also know that plans mean little without follow-through. Throughout the life of this corporate plan, we will regularly evaluate our progress and adjust as needed. This commitment to continuous improvement is foundational to good governance and essential to earning the trust of our residents, partners and stakeholders.

The future is sure to present us with ample opportunities and challenges, and this plan is designed to help us navigate them with confidence. By setting a clear direction, aligning our resources and evaluating our progress, we're building a stable foundation for the community's future.

This plan is one way we ensure that every investment – of time, energy or dollars – moves Lloydminster forward in a deliberate and sustainable way.

Dion Pollard
City Manager



Organizational Excellence



Evolving Our Technology

We modernize and maintain corporate technology, data systems, and digital infrastructure to support reliable service delivery, improve decision-making, and increase organizational efficiency.

Initiatives that advance this goal:

- ✓ Digital Property Sketches and Assessment System Integration
- ✓ Municipal and Financial Software Replacement
- ✓ Transition to Digital Documentation and Workflows
- ✓ Interactive Cemetery Map
- ✓ Modernizing Network Connectivity
- ✓ Data Quality and Transparency
- ✓ Cybersecurity Posture
- ✓ Integrated Corporate Software Systems
- ✓ Purpose-Built GIS Applications
- ✓ Integrated IT and GIS Partnerships
- ✓ Planning and Permit Software Needs Assessment
- ✓ Computerized Maintenance Management System
- ✓ Fleet Management Software Program Implementation

Strengthening Financial Stewardship

We improve financial sustainability, transparency, and accountability through better tools, processes, and data-driven decision-making.

Initiatives that advance this goal:

- ✓ Market Assessment Models
- ✓ Annual Assessment Roll, Revisions and Supplementary Rolls
- ✓ Assessment Inquiries and Dealing with Assessment Appeals
- ✓ Annual Tax Notices, Revised Tax Notices and Supplemental Tax Notices
- ✓ Broader Adoption of Pre-Authorized Debit (PAD) and Paperless Notice Program
- ✓ Review Cost of Service Methodology
- ✓ Reporting Tools Linking Budget, Procurement, and Purchasing
- ✓ Financial Reporting to Support Internal and External Users
- ✓ Connecting Asset Planning, Capital Budgeting, and Tangible Capital Asset Accounting
- ✓ Accounting and Financial Reporting
- ✓ Purchasing and Accounts Payable
- ✓ Invoicing and Accounts Receivables
- ✓ Utilities Financial Model

Asset and Facility Management Excellence

We proactively manage City facilities and assets to ensure reliability, safety, and long-term value.

Initiatives that advance this goal:

- ✓ Comprehensive Asset Management Process
- ✓ Maintenance Service Delivery
- ✓ Recreation Buildings Updates and Maintenance
- ✓ LGCC Maintenance Shop Construction
- ✓ Archie Miller Arena Upgrades
- ✓ Water Treatment Plant Upgrades
- ✓ 49 Avenue Water Main Redundancy
- ✓ Roadway Network Improvements
- ✓ Roadway Preventative Maintenance Plan

Environmental Services Sustainability

We ensure reliable utility services and responsible environmental stewardship through planning, innovation, and infrastructure investment.

Initiatives that advance this goal:

- ✓ Utilities Public Education and Access to Information
- ✓ Cross-connection Control Program
- ✓ Water Conservation Plan
- ✓ Microgeneration Technologies
- ✓ Environmental Services Succession Planning
- ✓ Biosolids and Treated Effluent Revenue Streams

Waste and Resource Management

We reduce waste, improve diversion, and enhance landfill operations to support environmental and financial sustainability.

Initiatives that advance this goal:

- ✓ Interim Public Drop-off for Landfill
- ✓ Waste Diversion Policies and Programs
- ✓ Polluter Pay Program
- ✓ New Landfill Operations Building, Scalehouse and Entrance

Sustainable Urban Planning

We guide long-term growth through responsible planning, policy, and community consultation.

Initiatives that advance this goal:

- ✓ Market Demand, Zoning and Bylaw Requirements
- ✓ Municipal Development Plan / Land Use Bylaw Review
- ✓ Environmental Sustainability Plan
- ✓ Area Redevelopment Plan (Older Neighbourhoods)
- ✓ Northwest Area Structure Plan
- ✓ Urban Design Strategy
- ✓ Municipal Development Standards Review
- ✓ Active Transportation Network Improvements
- ✓ Enhanced Arterial Roadway Connections

Defining Our Duties and Processes

We define roles, responsibilities, and processes so employees understand how to perform their work safely, effectively, and consistently.

Initiatives that advance this goal:

- ✓ Process Review of Customer-facing Services
- ✓ Employee Health and Safety Education and Engagement
- ✓ Health and Safety Management System
- ✓ Employee Physical and Psychological Health and Safety
- ✓ Contractor Physical and Psychological Health and Safety
- ✓ Succession and Recruitment Planning for Critical Roles
- ✓ Employee Job Description Review
- ✓ Employee Attraction and Retention
- ✓ Management of Union Relationships
- ✓ Respectful, Inclusive Culture
- ✓ Professional Development, Training, and Continued Education
- ✓ Compliance with Employment Legislation
- ✓ Procurement and Project Management Support
- ✓ Insurance and Risk Management
- ✓ Property Leasing

Governance Excellence



Communication and Engagement

We communicate clearly, transparently, and consistently with residents, Council, and stakeholders.

Initiatives that advance this goal:

- ✓ City Event and Program Marketing
- ✓ Cenovus Energy Hub Marketing
- ✓ Community Engagement and Outreach
- ✓ Communicating Value in Municipal Services
- ✓ Employee Communications
- ✓ Public Information and Media Relations
- ✓ Community Connection and Volunteerism

Legislative Planning and Integrity

We support democratic processes and ensure compliance with legislative and bi-provincial requirements.

Initiatives that advance this goal:

- ✓ Amendments to *The Lloydminster Charter*
- ✓ Legislative Compliance and Governance Document Reviews
- ✓ Information Lifecycle Management
- ✓ General Municipal and School Board Election
- ✓ Municipal Census
- ✓ New Traffic Bylaw

Strategic Leadership and Corporate Stewardship

We provide clear strategic direction and disciplined stewardship of Council priorities across the organization.

Initiatives that advance this goal:

- ✓ City of Lloydminster Strategic Plan and Corporate Plan
- ✓ Adaptability and Innovation Leadership
- ✓ Economic Development Advisory Committee
- ✓ Grant Administration

Advocacy and Intergovernmental Relations

Effective governance requires proactive relationship building and advocacy with other orders of government.

Initiatives that advance this goal:

- ✓ Federal and Provincial Government Relations
- ✓ Regional Municipal and Indigenous Relations
- ✓ Advocacy Platform Development
- ✓ Transportation Funding Supports

Economic Strength



Business Retention, Growth and Investment

Through our Economic Development resources, we foster economic resilience by supporting businesses, attracting investment, and strengthening key sectors.

Initiatives that advance this goal:

- ✓ Business Retention and Expansion (BRE) Program
- ✓ Agriculture, Energy and Manufacturing
- ✓ Quality of Life and Investment Readiness Initiatives
- ✓ Economic Development Advisory Committee
- ✓ Building Community Partnerships and Collaborations

Tourism and Destination Development

We promote Lloydminster as a destination for events, visitors, and investment.

Initiatives that advance this goal:

- ✓ Tourism Development and Destination Marketing
- ✓ Local Event Attraction
- ✓ Sport Tourism

Downtown Revitalization

We enhance and support our downtown core, a critical component of Lloydminster’s identity, livability, and economic competitiveness.

Initiatives that advance this goal:

- ✓ Downtown Infrastructure, Beautification, and Walkability
- ✓ Heritage Building Future Use

Airport and Transportation Growth

We recognize airport infrastructure and air service are critical enablers of business attraction, regional competitiveness, and trade.

Initiatives that advance this goal:

- ✓ Commercial Air Service Development
- ✓ Airport Development
- ✓ Attract Passenger Air Service

Community Safety and Well-Being



Community Safety and Enforcement

We emphasize proactive, visible, and community focused enforcement to improve safety, quality of life, and public confidence.

Initiatives that advance this goal:

- ✓ RCMP Safety and Service Delivery Support
- ✓ RCMP and Municipal Enforcement Visibility
- ✓ Specialized Municipal Enforcement Projects
- ✓ Contract / Internal Police Service Management
- ✓ Encampments Management
- ✓ Safe and Healthy Housing

Emergency Preparedness and Resilience

We build readiness for emergencies through planning, training, partnerships, and public education.

Initiatives that advance this goal:

- ✓ Emergency Preparedness Internally, Locally and Regionally
- ✓ Next Generation 911 (NG911) Services Implementation
- ✓ Regional Emergency Management Plan Suite

Social Programs and Services

Safety is enhanced by addressing social needs, reducing barriers, and supporting community well being alongside enforcement and emergency response.

Initiatives that advance this goal:

- ✓ Neighbourhood Social Programs
- ✓ Connect Residents to Local Resources
- ✓ Social Needs Assessment
- ✓ Community Safety Programs Advocacy

Fire Protection and Emergency Response Capacity

Fire Rescue initiatives ensure response capability, training readiness, infrastructure adequacy, and risk-based service delivery.

Initiatives that advance this goal:

- ✓ Fire Service Level Policy
- ✓ Fire Underwriters Survey Review
- ✓ Enhance Partnerships with Regional Fire Services
- ✓ Fire Master Plan Review
- ✓ Fire Rescue Training Facility
- ✓ Fire Station No. 2 Renovations

Quality of Life and Amenities



Parks, Recreation and Public Spaces

We invest in inclusive, accessible, and high-quality parks and recreation facilities that enhance community well-being.

Initiatives that advance this goal:

- ✓ City Park Signage Renewal
- ✓ Bud Miller All Seasons Park Master Plan Implementation
- ✓ Bud Miller All Seasons Park Expansion
- ✓ Outdoor Sporting Complex Study Implementation
- ✓ Golf Course Study Implementation
- ✓ Weaver Park Master Plan Implementation
- ✓ Trails and Sidewalks Master Plan Update

Community Events and Cultural Vitality

We support vibrant community life through events, programs, sponsorships, and facility activation.

Initiatives that advance this goal:

- ✓ Outdoor Events and Sport Tourism
- ✓ Local Event Attraction
- ✓ Advertising Sales, Sponsorships, and Partnerships
- ✓ Events Team Support

Recreation, Culture and Active Living

We support physical health, social connection, and personal well being through accessible and diverse recreation and cultural opportunities.

Initiatives that advance this goal:

- ✓ Aquatic Services Assessment
- ✓ LGCC Revitalization Plan
- ✓ Leisure Services Master Plan
- ✓ Recreation Facility Use Optimization
- ✓ Community Programs and Events Optimization

Our Departments, Teams, and Services

Office of the City Manager

ELT

The Executive Leadership Team (ELT) designs the organization and sets performance expectations while creating and defining a common context of service and conduct for City employees, thus sustaining a cohesive and unified organization. They demonstrate sound leadership, which establishes trust, empowerment and accountability among managers and staff. ELT also provides Council with information and recommendations on key organizational matters and strategies. They create a systematic approach to organizational performance monitoring including employees, workforce, budget, technology and reporting.

ECONOMIC DEVELOPMENT

Economic Development supports a resilient, diverse and strong economy by supporting local businesses, attracting investment, and leveraging regional assets. They're responsible for delivering timely and effective information and services to attract, secure and retain business investment, while also working collaboratively to enhance, enable, and improve the local business climate by facilitating economic vitality, growth and development.

LAND DIVISION

Land Division is responsible for the development, maintenance and sale of City owned land assets. As residential and industrial interest rebounded across Lloydminster, Land Division saw increased inquiries, accelerated lot sales, and engagement from new developers.

Office of the Chief of Staff

COMMUNICATIONS

The Communications and Marketing team informs, engages and builds relationships through audience-specific outreach strategies. They support an array of initiatives and maintain a client-focused approach when addressing both public-facing projects and the communication and marketing needs of City departments.

EMPLOYEE RELATIONS

The Employee Relations team delivers human resource strategies, support, and programs to inspire excellence in all employees. The team oversees the core business functions of workforce planning and development, labour relations and HR advisory services, compensation and benefits, City and employee safety, health and well-being.

Community Development Services

AQUATICS

The Bioclean Aquatic Centre and Outdoor Pool deliver quality aquatic programs and services. These aquatic facilities are a source of community pride that offer opportunities for positive life experiences including family bonding, improved fitness, fun, play, celebration, socialization, and sports competition.

ARENA & PLANT OPERATIONS

The Arenas team supports the Archie Miller Arena, and the Russ Robertson Arena, and the Cenovus Energy Hub. The Plant Operations team oversees ice plants, swimming pools, and spray parks. They ensure all these facilities are running optimally so the city can continue to provide safe and fun recreation facilities for the public to enjoy.

BUILDING SERVICES

Building Services provides maintenance, custodial, plumbing and electrical services to all City departments and facilities. The core purpose of the Building Services Team is to ensure City staff, tenants and residents have a safe and healthy environment.

EMERGENCY SERVICES

The City of Lloydminster Public Safety Department is responsible for the safety and security of the public within Lloydminster. The department's functional areas include RCMP services, RCMP Admin, Lloydminster Operational Communications Centre (911/Dispatch), Emergency Management and Municipal Enforcement (Peace Officer/Bylaw).

LEISURE SERVICES

Leisure Services Department includes facilities such as: Servus Sports Centre, Lloydminster Museum + Archives, Weaver Heritage Park, Bioclean Aquatic Centre, Co-op Community Outdoor Pool, Archie Miller Arena, Russ Robertson Arena, Lloydminster Golf and Curling Centre, and Cenovus Energy Hub. The department provides residents and visitors with places for all activity levels to enjoy, learn, stay healthy, and have fun and works closely with community groups so they can enjoy the facilities and programming.

LLOYDMINSTER MUSEUM + ARCHIVES

The Lloydminster Museum + Archives' primary function is to educate the public by providing access to the history and culture of Lloydminster through programming, cultural events, exhibitions, and archives. It preserves and documents the City's public collection of artifacts, fine art, and archival material while providing a venue for local and regional artists to showcase and sell their artwork.

MUNICIPAL ENFORCEMENT

The City of Lloydminster Public Safety Department is responsible for the safety and security of the public within Lloydminster. The department’s functional areas include RCMP services, RCMP Admin, Lloydminster Operational Communications Centre (911/Dispatch), Emergency Management and Municipal Enforcement (Peace Officer/Bylaw). These areas work in close alignment to ensure the enforcement of laws at all levels.

PROGRAMMING AND EVENTS

The Programs and Events team is responsible for the programming, events and bookings at a variety of City facilities. Additionally, they’re responsible for selling sponsorship and advertising opportunities to businesses at the City-owned assets, as well as programs and events. The team provides opportunities for the community to participate in recreation and culture while providing a source of revenue for the City of Lloydminster through sponsorship and advertising sales.

RCMP ADMINISTRATION

The RCMP Administration team provides essential operational and administrative support to policing services in Lloydminster. Working closely with frontline RCMP members, the team helps ensure the efficient delivery of public safety services through records and information management, front-counter and public inquiries, reporting and documentation support, court and disclosure coordination, financial and administrative processes, and day-to-day operational assistance.

SERVUS SPORTS CENTRE

The Servus Sports Centre is a year-round community hub that supports recreation, wellness, sport development, and community connection in Lloydminster. Through a wide range of programs, activities, and services, the facility provides residents of all ages and abilities with opportunities to stay active, pursue healthy lifestyles, develop athletic skills, and participate in community events. Supported by a dedicated team of staff, instructors, operators, and partners, the Servus Sports Centre plays a role in enhancing quality of life in the community

SOCIAL PROGRAMS AND SERVICES

The Social Programs and Services Department builds connection, resiliency, and capacity for the residents of Lloydminster through innovative programs and community partnerships. They develop the social fabric of our community through grant funding, direct programming, and a diverse network of relationships with volunteers, service providers, and community members. They support other departments by providing information about community social issues and resources.

Corporate Services

ASSESSMENT & TAXATION

The Assessment and Taxation team is responsible for the classification and valuation of all property classes within the City. They have the responsibility of ensuring the fair and equitable assessment of all property classes, therefore ensuring an equal distribution of taxes in accordance with provincially legislated standards.

GEOGRAPHIC INFORMATION SERVICES

The Geographic Information Systems (GIS) team specializes in acquiring, analyzing, managing, and visualizing spatial data and information. They play a vital role in improving our municipality’s efficiency and effectiveness. As an internal and external service provider, the GIS team provides data that supports decision-making, community engagement, cost savings, emergency management, and more. By turning complex data into interactive maps and insights, GIS enhances efficiency, transparency, and strategic planning across the city.

FINANCE

The Finance Department has two distinct streams of services: Finance and Treasury Services, and Accounting and Assurance Services. Although distinct, each stream is rooted in public accountability and operates using a framework of prudent fiscal principles, practices, and policies. Finance and Treasury Services includes the preparation of budgets, forecasts and funding strategies, while Accounting and Assurance Services oversees the City’s accounts receivable, accounts payable, internal financial controls, and annual financial reporting.

INFORMATION TECHNOLOGY

The Information Technology (IT) department architects and supports the information technology and network communications environment of the City of Lloydminster to support the delivery of services to the community. IT provides desktop support, enterprise print management, data centre management, enterprise network management, enterprise application support, data and database management, and cybersecurity.

LEGISLATIVE SERVICES

The Legislative Services team ensures proper legislative processes are being followed by City Administration and Council. Their department is primarily responsible for preparing, maintaining and safeguarding City records, contracts, bylaws and policies, providing guidance and advice on procurement, public posting of bid documents, managing all property leases, preparing and managing minutes and agendas for all meetings of Council, and managing all appeal boards for the City of Lloydminster.

Operations

ENVIRONMENTAL SERVICES

Environmental Services delivers essential services for water, wastewater, stormwater, and solid waste management. Their team provides value to the community by managing critical infrastructure and providing high quality services to support growth while ensuring the environment is protected to the highest standard. This includes providing safe, reliable drinking water, managing stormwater to prevent flooding, and providing the community environmentally responsible waste disposal options.

FIRE RESCUE SERVICES

The Lloydminster Fire Department continuously provides emergency response, fire prevention and public education to residents and visitors of our community. Public education includes fire station tours, school visits, and participation in community events. This education initiative focuses on the goal of reducing injuries, death, and loss from fires and other hazards, and will continue to improve all components of its emergency response. This public interaction continuously shifts our service from a reactive, response-based focus to a proactive focus built on public education and fire prevention.

PLANNING AND ENGINEERING

Planning and Engineering consists of three distinct teams: Planning Services, Engineering Services, and Asset Management. The Planning Services Team strives to work proactively with Internal Departments and external Interested Parties to facilitate growth and development in the City of Lloydminster. The Engineering Services team aids internal departments through implementing improvements across all service areas and providing in-house project management services to other City departments. Asset Management aims to improve the understanding of the assets in the control by the City of Lloydminster team to lead to improved lifecycle decision making and cost-effective planning for future replacements.

TRANSPORTATION AND PARKS SERVICES

Transportation and Parks Services is an innovative team that is responsible for the operations of four municipal departments: Roadway Services, Parks Services, Fleet Services, and the Lloydminster Airport. Contained within these departments are several key pieces of the City's infrastructure, such as outdoor sports fields, the Lloydminster Golf Course, Weaver Park Campground, Bud Miller All Seasons Park, the Roadway Winter Maintenance Program, the management of all City Fleet equipment, Stores, and airport fuel sales.

Sharing Our Progress

The 2026-2029 Administrative Corporate Plan is intended to be a living document - one that guides our work while remaining flexible enough to respond to change. Each year, Administration will lead an annual review process, supported by Council, to assess progress, confirm priorities and ensure the plan continues to reflect the needs and realities of the community.

This review will provide a structured opportunity to take stock of the projects and initiatives identified in the plan. Completed work can be recognized and checked off, projects that are underway can be assessed for continued relevance and timing, and new initiatives can be considered where emerging needs, opportunities or risks require attention. In this way, the plan will remain practical, current and connected to the decisions being made across the organization.

The annual review will also help ensure alignment with Council's strategic direction, evolving public needs, legislative requirements, service expectations and fiscal realities. As circumstances change, the City must be able to adjust responsibly while maintaining focus on long-term goals and accountable service delivery.

Updates to the plan will be made easily accessible for the public to review on the City of Lloydminster website, supporting transparency and helping residents understand how municipal projects are progressing over time.

By regularly reviewing and updating this plan, the City of Lloydminster demonstrates progress in a transparent and disciplined way. More importantly, it allows Administration and Council to work together to ensure municipal projects continue to support the community's priorities, make effective use of public resources and move Lloydminster forward with purpose.



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