



SOCIAL POLICY FRAMEWORK

2025 REPORT

December 8, 2025

Sherri Husch Foote

The Social Policy Framework

Background

In April of 2022 the City of Lloydminster conducted a social needs assessment (Lloyd Needs) to gain an understanding of current social needs from residents, businesses, and non-profits. Over 2,000 responses were collected, and more than 250 conversations took place.

7 priorities identified by the community:

- Access to Health and Social Services
- Income Inequity
- Transportation
- Safety and Security
- Mental Health
- Recreation
- Housing and Homelessness



Lloydminster's Social Policy Framework

The issues identified through the social needs assessment are complex and require a thoughtful and collaborative approach to be resolved. The Social Policy Framework was developed to create a common understanding of how community, business, and government can address community issues collectively. The Framework provides a common vision, values, and roles that provide everyone with the opportunity to contribute. At the core of the Framework is the notion of “collective impact”, that groups of residents working together can all offer something to take on challenges they could not overcome on their own.

Following the adoption of the framework several community members volunteered to launch the project, developed terms of reference and were appointed by Council. Current membership includes:

- Lorelee Marin
- David McLennan
- Teri-Lynn MacKie
- Gina Nelson
- Lana Lane
- Becky Schille
- Stephanie Miller
- Sherri Husch Foote

We would also like to acknowledge past volunteers Bonita Brick and Dr. Mandiangu Nsungu.

The Framework is structured to have a Leadership Team that connects several working groups. A Housing and Homelessness Working Group was the first to be formed following the completion of the Housing Needs Assessment and Strategy. This was followed by a Mental Health Working Group, and an Access to Health and Social Service Working Group.

The Leadership Team provides a forum to keep information flowing between projects and strengthening partnerships between community groups. The success of the Framework hinges on the collaboration of community partners and backbone support provided by the City of Lloydminster.



Leadership Team

2025

1. The Leadership Team has initiated working groups for 3 community priorities:
 - a. Housing and Homelessness
 - b. Mental Health
 - c. Access to Health and Social Services

2026

1. Evaluate opportunities for additional working groups/projects that support the identified community priorities.
2. Continue to monitor the existing working groups.
3. Begin planning for the next Social Needs Assessment.

Housing and Homelessness Working Group

2025

1. The Housing Working Group hosted a Housing and Homelessness Symposium in Lloydminster to promote collaboration between groups, increase awareness, and provide information regarding the state of housing in the community.
 - a. Outcome: The event was held on May 7, 2025, at the Lloydminster Exhibition Grounds Nissan Hall, from 9 a.m. to 5 p.m. The event was well attended with 143 registered, but 200 people attended throughout the day.
 - b. Survey Results: 88% of the participants surveyed indicated that because of the symposium they feel more equipped and motivated to take action or contribute to housing solutions in the community.

- c. The Symposium received a significant contribution from The Gold Horse Casino that helped make the event possible.
 - d. A Myth-buster Campaign was launched by the Housing Working Group as an advertisement to the Housing and Homelessness Symposium. The video clips highlighted the perspectives of former clients and Executive Directors regarding the issues related to homelessness. The campaign aims to counter common misconceptions about housing and homelessness. Outcome: The video clips posted online garnered more than 10,000 views and continues to grow to this day.
2. The Housing Working Group created a Shelter Standards document that outlines a set of expectations, guidelines, and minimum requirements for the delivery of shelter services in Lloydminster.
 - a. Outcome: Becky Schille and Kagan Kneen presented the Shelters Standards at Governance and Priorities Committee (GPC) meeting on June 16, 2025.

2026

1. Shelter Standards: The next step is for the City of Lloydminster to adopt the Shelter Standards as Best Practice for Emergency Shelters.
2. Tenants Guide – A document is under development to support individuals renting properties to understand their rights and responsibilities as tenants and provide them with tools that will assist them with maintaining stable housing.
3. 2026 Point in Time Homeless Count (PIT) Count – an assessment of the number of residents experiencing homelessness and building an understanding of their experiences.
4. Housing Action Plan (V3 Companies of Canada) Continuing support for community partners working to be shovel ready to address capacity needs identified in the Housing Needs Assessment.





HOUSING & HOMELESSNESS SYMPOSIUM



Hosted by the Housing Working Group

Lloydminster.ca/HousingSymposium



Leslie Lorenz
As a passionate and driven individual, Leslie has over 15 years of experience with charitable organizations, community and senior housing programs and entrepreneurial experiences.



Angela Caplette
With over 23 years experience in the social housing program realm, Angela has gained a wealth of knowledge in both housing and the social sector. She's an advocate for Métis, seniors and families.



Chris Gorman
With over 25 years of experience in homelessness and housing systems across Canada and the U.S, Chris specializes in creating low-barrier, housing-focused shelters, and equipping teams with practical, human-centered tools for meaningful change.



J.W. Fleming
As the author of *The God Bless Cart*, J.W.'s book showcases his lived experience of being unsheltered. Though this, he shares his remarkable story to inspire others.



Earl Thiessen
Executive Director of Oxford House Foundation of Canada since 2019. Earl has dedicated over 15 years to developing innovative recovery housing models across Canada. From overcoming homelessness to earning prestigious honours such as the King Charles III Coronation Medal and Queen Elizabeth II Platinum Jubilee Medal, Earl is a passionate advocate for recovery, mental health and addiction support, and shaping recovery solutions nationwide.



Karen Mottershead
Executive Director of Terra Centre for over 18 years. Karen has worked in the not-for-profit sector for 30 years and has contributed to the development of her community through work on many projects and initiatives.



Rob Appleyard
Executive Director of Brentwood Community Development Group which oversees 420 seniors' housing units and 236 mixed-market family units. With a background in software development and construction, Rob joined Brentwood in 2015 and serves on boards for Alberta housing organizations.

Time	Session	Speaker
9:00 a.m.	Welcoming Remarks and Land Acknowledgment	Avery Acheson
9:05 a.m.	Prayer	Elder Marlene Gervais
9:10 a.m.	Session 1: Real Life Experience	J.W. Fleming
9:35 a.m.	Session 2: Housing Continuum from the Housing Needs Assessment & Strategy	Avery Acheson, Bassa Social Innovations
10:30 a.m.	Fireside Panel 1: Community Voices Panel	Kurt Price (Moderator) Tigra-Lee Campbell, Lloydminster & Vermilion for Equity Kagan Kneen, Lloydminster Men's Shelter Laurie Harris, Lloydminster Native Friendship Centre Mandy Newton, SPARK Foundation Chelsea Glasser, Saskatchewan Health Authority
11:15 a.m.	Session 3: The Importance of Understanding the Root of Indigenous Homelessness	Kim Kakakaway
12:00 p.m.	LUNCH	
12:15 p.m.	Fireside Panel 2: The Root Causes of Homelessness	Kurt Price (Moderator) Tyler Lorenz, Residents in Recovery Vera Koster, Thorpe Recovery Centre J.W. Fleming Kim Kakakaway
1:15 p.m.	Session 4: We Can and Do Recover	Earl Thiessen, Oxford House Foundation
2:00 p.m.	NETWORKING	
2:30 p.m.	Session 5: Low-income Housing	Rob Appleyard, Brentwood Community Development Karen Mottershead, Terra Centre
3:30 p.m.	BREAK	
3:45 p.m.	Session 6: Low-income Housing Application Forms	Angela Caplette and Leslie Lorenz, Lloydminster Region Housing Group
4:15 p.m.	Session 7: Housing First Program	Chris Gorman, Orgcode Consulting
5:15 p.m.	Closing Remarks	Stephanie Miller, Housing Working Group Co-Chair



Kim Kakakaway
Kim is a Cree and Saulteaux First Nations woman from Red Pheasant Cree Nation, in Treaty 6, but now resides in Treaty 7. Kim is educated in family counselling and is working with A Way Home Canada to conduct training, provide program supports and bring in an indigenous lens to the work within.



Avery Acheson
With a Master's in Global Leadership and over a decade of experience, Avery consults on projects like municipal strategies and community development through Bassa Social Innovations. Avery is certified in Leadership and Change management and he is passionate about empowering communities and organizations.

Thank you to our sponsor



Mental Health Working Group

2025

1. Working Group Strategic Planning – The working group established three objectives to be worked on in the upcoming year.
2. Mental Health Training – Two Mental Health First Aid workshops have been completed with one more scheduled before years end.
 - a. Approximately 70 residents will receive Mental Health First Aid by December 20, 2025.

2026

1. Community Training - Complete assessment of training needs, develop training plan, train local trainers. Training opportunities are provided to residents that support mental health (Long term goal of 1000 residents receive mental health training such as Mental Health First Aid).
2. Service Mapping and Policy Alignment - Fully updated internal service map and gap matrix by age and prevention level (aligns with Asset Mapping Project).
3. Outreach and Awareness – Complete environmental scan mental health events and awareness campaigns. Execute symposium style event.



Access to Health and Social Services

2026

1. The Asset Mapping Project will begin in 2026. The project has multiple outcomes addressing navigation of community resources and cross border access.
 - a. Identify existing navigation tools available to Lloydminster residents.
 - b. Identify existing “navigator” positions within the community.
 - c. Identify existing health and social service programs in the community and catalogue them under a common language.
 - d. Identify gaps or weaknesses in how information is shared.
 - e. Develop tools to create opportunities for residents to receive referral to any available support they need from any system that they intersect with.
 - f. Develop recommendations to enhance awareness of health and social services and access pathways.

Summary

The Social Policy Framework Leadership Team will continue work on the identified community priorities. As the current working groups become more established, additional working groups can be started or incorporated into the SPF. The collaboration between the Leadership Team, working groups, community partners and the City of Lloydminster is yielding results both tangible and intangible, building our community, our relationships, and our capacity.