
2022-2025 Strategic Plan

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

Review Date: July 2025



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 May 2024 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
- COR = Executive Manager, Corporate Services
- COS = Chief of Staff
- OPS = Executive Manager, Operations

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 recovery 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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Lloydminster formalizes all intermunicipal agreements as required by statute or based on regional need.	2023 Q4	CM	Initial meeting occurred with Chief Administrative Officer at County of Vermilion River. Preparation of presentation to commence shortly.	Grants received for Intermunicipal Development Plans and the Intermunicipal Liaison Committee. Discussions to start in Q2 for formal agreements. Official Community Plan discussions to begin with Lloydminster Planning District Commission in Q2.	Formal discussions and processes are in place for the Intermunicipal Collaboration Framework and the Intermunicipal Development Plan with County of Vermilion River. Estimated completion Q2-2025	Intermunicipal Collaboration Framework with the County of Vermilion River is on hold until after the Alberta municipal election. Process delayed as regulation from the Alberta Government changed. Deadline to complete is Q1 2026.
b)	Technology supports the virtual hosting of meetings in City buildings.	2022 Q4	COR	Council chambers completed in 2021, remote access point	Completed in 2021.	Completed in 2021.	Completed in 2021.

				improvements planned for 2022.			
c)	Both residents and staff report increased knowledge of how their city works. *	2025 Q4	COS	City continues to collect and share information through public engagement opportunities, (i.e., arena, policing, budget, Your Voice events). Data collected is used to compile 'What We Heard' reports to Council and Administration.	The City has facilitated multiple public engagement/education opportunities in Q1 2023 for projects including the new event facility, the draft Municipal Development Plan, the Bud Miller All Seasons Park Master Plan, among others. The City also continues to roll out a series of animated informational videos around key City services, including winter road maintenance, street sweeping, and landfill access. Improvements have also been made to the Report a Concern process, ensuring reports are documented and a full loop of communication between resident and responsible office is completed.	City has released a series of videos highlighting how public services are provided. The videos have helped with public understanding of landfill services, winter maintenance routines, retention pond safety, and more. City has also released a detailed information video on the Land Use Bylaw to help address frequently asked questions from residents and businesses. These videos are being shown regularly on the City's social media channels and aid staff in addressing inquiries.	City has refreshed its public website, removing dated material, refining the navigation menus and updating content on more than 1,000 site pages. Part of this project includes a major overhaul of the Planning section of the site to enhance how customers and residents could better find resources, complete forms, and contact City personnel.
d)	Council facilitates at least one partner relationship-building event each quarter.	2025 Q1	Council	Meeting held April 11, 2022 with Lloydminster Exhibition Board members.	Council met with County Council in Q1. Mayor and City Manager meeting with Reeves and Chief Administrative Officers of the Rural Municipality of Britannia and the Rural	Council met with Lakeland College Q1-2024. Mayor and Acting City Manager, Don Stang met with the Lloydminster Catholic School Division Board of Education. Mayor meets with Reeves of the County of Vermillion	Council continues to meet with Chamber of Commerce, Lloydminster Public and Catholic School Divisions. Council hosted Onion Lake Chief and Council and hosted the Alberta/Saskatchewan Minister's Caucus Meeting in June. Council active in relationship discussion with Frog Lake First Nation as well. 2024-2027 Community Economic Development relationship established, Councillor Lopez participates in monthly meetings with Frog Lake, plus, all of Council is

					<p>Municipality of Wilton in Q2.</p> <p>Council to meet with the Towns of Maidstone, Lashburn, and Marshall in Q2.</p> <p>Council meeting with Lakeland College Board in June.</p>	<p>River, Britannia, and Wilton.</p> <p>Recreation presentations were provided to Councils of the Rural Municipalities of the County of Vermillion River, Wilton, and Britannia regarding the Cenovus Energy Hub project.</p>	<p>invited to two annual workshops. The Community Economic Development relationship is important in building relationships with our neighbouring nation.</p> <p>Released applications for Economic Development Advisory Committee, to meet at least four times a year.</p>
e)	Those who interact with the City experience a positive customer service experience. *	2025 Q4	COS	Administration continues to refine its internal and external customer-service processes through consultant-led Lean initiatives.	<p>Administration continues to offer support to customer service staff in addressing difficult or complex situations by providing key messaging, updated information, and behavioral guidance to support positive customer interactions.</p> <p>The City also continues to enhance online tools and information to allow customers to self-inform or self-serve before visiting a City facility.</p>	Administration has implemented the 'Respectfully Yours' campaign encouraging positive interactions with residents and outlining how and where to direct concerns when visiting a public facility.	Refreshed City website refined customer-service menus and updated menus within the Report a Concern section, allowing for greater ease of navigation in reporting specific concerns.
f)	City implements recommendations from the LEAN process review.	2023 Q4	CM	<p>In Q3 of the first year of a three-year journey, many successful process improvement stories unfolded, including the exploration of an electronic signature platform.</p> <p>Land Division to undergo Lean process in Q3.</p>	<p>Economic Development and Land Division completed Lean process, establishing a triage exercise specifically for the site selection process.</p> <p>Year three is finalizing the 3-year journey of 24 projects being completed within the Lean process.</p> <p>Project to be finalized in Q4.</p>	<p>Ten municipal employees were onboarded to establish an internal LEAN committee who will continually oversee LEAN based project implementation and culture changes.</p> <p>Implementations are already in progress.</p> <p>Committee led by Executive Manager, CDS</p>	Contracts complete with Ternion Results. City continues to utilize learnings from LEAN journey and committee is active and promoting the objectives of LEAN in the organization where applicable.

						Final report submitted by contractor to CM.	
g)	Development of a Community Recovery Plan to assist with rebuilding community resiliency and social connections.	2022 Q4	CM/CDS	Gathering information in the Social Needs Assessment.	Social Needs Assessment completed, and community priorities were identified. These issues will be addressed through community partnerships utilizing the Social Policy Framework.	The Social Policy Framework Leadership Team developed Terms of Reference. Housing Needs Assessment aligned with the Social Policy Framework. The Housing Needs Assessment and Community Safety Plan linked back to Social Policy Framework.	<p>Downtown Area Redevelopment Plan adds back-alley security lights and mural funding to the Façade and Building Improvement Program.</p> <p>Together, murals and lighting can:</p> <ul style="list-style-type: none"> • Reclaim neglected spaces and turn them into assets • Signal safety, creativity, and investment which attracts both locals and visitors • Support small businesses by increasing visibility and foot traffic • Build emotional connection, to place, which is key to long-term resilience • These aren't just aesthetic upgrades, they're strategic tools for economic recovery and community building <p>Social Policy Framework Housing Working Group, Mental Health Working Group, and Access to Health and Social Programs Working Group established.</p> <p>Point in Time Homeless Count completed October 2024.</p>
h)	Planning for resiliency to support lost revenue sources and reporting the financial impact to the post pandemic new normal.	2025 Q5	CM/COR	Ongoing process of sourcing grant opportunities as well as revenue reviews and expense improvements.	Finance is working with each budget holder to review their annual actuals for both operations and capital to better understand budget vs actual. This will help with budget input for 2024.	Develop 3-year operational budgets and 5-year capital plans. Introduced the Infrastructure gap and 1% Mill Rate Levy to support the infrastructure reserve.	<p>Land Division and Finance developed monthly reporting on land sales, ensuring proper and accurate financial planning for future development and projects.</p> <p>Currently working on long-term financial planning to identify future revenue needs and shortfalls, enabling proactive decisions and timely action starting budget year 2026.</p>
i)	Embrace/Enhance the digital technology improvements learned through the pandemic.	2024 Q4	CM/COR	Currently reviewing IT technology for areas of improvement, governance document, and opportunities for efficiencies. However, currently taking	Economic Development updated their digital data suite, including a refresh on the workforce, transportation and logistics, and land use data sets, and are in the	The Steering Committee is adapting to fulfill the organization's requirements.	<p>December 2025 full overhaul of Economic Development and Land Division websites, ensuring clear and accurate information.</p> <p>All applications for Economic Development and Land Division programs use automated forms or formbuilder. Removed any fillable or non-fillable PDF applications.</p>

				advantage of online learning, virtual speaking, and meeting opportunities. Each Lean project will have IT automation components that will be reviewed to determine how to best take advantage of technology.	process of updating the Community Profile, launching end of May 2023. Enhancements include adding the annexed land to the GIS mapping associated with data suite. Internal committee established to review City's current and future IT requirements for financial software /human resources/programs and various other applications for overall operations.	Human Capital Management (HCM) (was HRIS). Website update planned for 2024. Cyber Security position added for 2024. Review of fibre requirements for City-wide internal operations.	Continuously monitoring and adapting to existing and emerging cybersecurity risks to ensure the ongoing protection of our systems, data, and operations. Prioritizing technology initiatives and aligning with available resources. Leveraging existing applications (software) and functionality in our current systems before considering purchasing new and/or customizing.
j)	Provide economic opportunities and continued support for local business, industry, and organizations as they recover from the economic impacts of the COVID-19 pandemic.	2025 Q4	CM	Economic Development team continues to support local businesses on a one-on-one basis through business visitations.	Meeting with 10 local businesses in June. 2022 Business Survey indicated that the Covid-19 pandemic is currently negatively impacting 46% of those businesses surveyed, 48% of those surveyed are not currently impacted by the Covid-19 pandemic.	In 2023 62% of those surveyed for the 2023 Business Survey noted that their attitude about doing business in the City has not changed over the past 12 months, with 18% of businesses reporting their attitude was more positive.	Economic Development team continues to support local businesses with one-on-one basis visits. Start-up refocuses on business plan development and one-on-one mentorship support.

**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.			LEAN culture including financial processes are implemented. Priority-based budgeting is implemented. Balanced scorecard is evaluated for Lloydminster in all key areas of finance, customer service, internal business and innovation and learning. Benchmark Lloydminster against leading municipalities and set realistic goals to achieve.			
d)	Determine a strategy for the future of the City’s Land Division.			The highest and best use of available land is in 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.			City staff benefit from training and recognition. The City’s culture attracts staff and retains staff. Ensures employees have the tools to do their jobs.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	The percentage of annual staff turnover falls over the duration of this Strategic Plan.	2025 Q4	COS	Status on employee turnover is reviewed annually.	Status on employee turnover is reviewed annually.	Status on employee turnover is reviewed annually.	Status on employee turnover is reviewed annually.
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/COR	Currently determining how to collect data on customers utilizing our services whether a taxpayer or non-taxpayer and or resident or non-resident.	Recreation has started working on identifying customer sources. Will be reviewed in the 2024 budget process. Utilities have also reviewed customer base.	Continue to research and advocate for grants that benefit the City's current and future operational and capital needs.	Continue to research and advocate for grants that benefit the City's current and future operational and capital needs. In 2024 and 2025 Economic Development was successful in Northern and Regional Economic Development funding and Regional Air Transportation Initiative funding to support Commercial Air Service development, Downtown Revitalization and Industry Attraction Marketing. Currently working on long-term financial planning to identify future revenue needs and shortfalls, enabling proactive decisions and timely action starting budget year 2026.

					Continue to search/advocate for grants that fit the City's current and future capital/operational needs.		
c)	Lloydminster is recognized for excellence in financial reporting.	2024 Q4	COR	Planning to utilize 2022 statements to draft template for Government Finance Officers Association reporting for 2023. Need to incorporate that detail into the budgeting to allow for it in the reporting.	Will be reviewed in the 2024 budget process.	Preparing annual report for 2024 submission on the 2023 calendar year. City will be participating in the Government Finance Officers Association Canadian Award for Excellence in Financial Reporting through submission of the 2023 Annual Report by June 30, 2024.	In February 2025, the City received confirmation that its 2023 submission for a Canadian Award for Excellence in Financial Reporting met all requirements for the award. One of the highest recognitions of fiscal transparency and accountability a municipality can receive. The 2024 Annual report was presented to Council in August 2025, and it has been submitted to the Government Finance Officers Association for consideration for a second-consecutive award.
c)	Enterprise Resource Planning (ERP) recommendations reviewed for implementation. Consider digital technology to enhance City wide programs and services.	2022 Q1 (Ongoing)	COR	Chief Information Officer/IT Director hired. IT architecture mapping project completed and survey for software health assessment completed. Reviewing IT ticketing system for	Steering Committee established.	Steering Committee is evolving to meet the needs of the organization. HCM-Human Capital Management (was HRIS) is the first phase of the Enterprise	Prioritizing technology initiatives and aligning with available resources. Microsoft announced it is ending support for Dynamics GP on December 31, 2029 which is the City's core system used for many municipal functions (utility billing, taxation, permitting, etc.) and financial functions (accounts payable/receivable, purchasing, cash receipting, financial reporting, etc.). This means that Microsoft will cease security updates, regulatory updates, and technical support. For this reason, our focus has shifted from enhancing the current system to preparing for a total system replacement before its end-of-life. This system replacement will be planned to occur after the implementation of the HRIS system in consideration of aligning the initiatives with available resources. Planning is taking place to ensure

				efficiency or replacement. Lean projects will assist in reviewing manual processes created due to lack of IT Disaster Response Plan capability.		Resource Planning with the emphasis on standing up the project in 2024. Ticketing system is in place and continuing to drive efficiencies within IT.	these systems will integrate well and minimize configuration requirements.
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	Updated and adjusted Industrial pricing. Developed and implemented a Residential Lot Incentive package, geared towards builders.	Finalized the sale of the 133.99 acres of land for industrial use in the sustainable fuel sector. Finalized the sale of the Martin Browne residential development lands. Sold the last remaining medium density lot in existing inventory.	Updated and adjusted industrial land pricing. First draft of revised Land Sale Policy taken to Council. Sold the Downtown Firehall. Sold West Commercial Lot.	New Land Sales Policy Implemented. Increased Land Division Reserve to \$7.29m in 2025, from \$0.87, in 2020. Neighbourhood Structure Plan for new Northeast Area called Meridian Industrial, creating new products for future investment.
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	COR	Ongoing process, currently working on further standardizing year-end worksheets. Working with the Questica budget software to improve reporting to be more automated and upgrades to software automated.	Ongoing continuing improvement process for year-end reporting and review of historical data.	Finance has established a strong foundation of financial reporting and moving toward submitting the annual report; will continue to illustrate comparability as well as celebrate	Land Division Monthly Reporting developed. Building and Development Permits reviewed and categorized so statistical data can be pulled on specific neighbourhoods. Financial reporting has consistent year-over-year, improvements to processes to collect information have enhanced efficiency. Improvements made to ensure statistics and information collected for the Alberta Financial Information Return can be validated and traced to its original source.

						the fiduciary excellence received to date by the City as a whole.	
f)	Lloydminster is known as an employer of choice.	2025 Q4	COS	Working towards becoming one of Canada's Top Employers. An application will be submitted in 2023 for this national recognition. Continuing to work with management and all employees to enhance the City's overall culture, work-life balance, training opportunities, and overall benefits both monetary and non-monetary.	Administration has begun compiling its application for the 2024 intake for Canada's Top Employer.	With input from multiple departments, Administration is compiling a multi-year recruitment marketing campaign to highlight the City of Lloydminster and community as an attractive destination for skilled job seekers in other provinces.	Communications and Economic Development have jointly commenced on the 'Choose Lloydminster' campaign to support the attraction and retention of skilled labour in the region. The campaign will emphasize opportunities with the City of Lloydminster itself and showcase the community as an attractive destination for new and experienced professionals and tradespeople. This 'Choose Lloydminster' campaign is expected to continue into 2027, based on labour forecasts.
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	COR	Ongoing process working with Municipal Affairs to address the Lloydminster uniqueness in their comparability reports. Moved to a requisition-style payment process for school divisions Q1 2022 makes us more comparable to other municipalities.	Continues to be an ongoing process working with Municipal Affairs to address Lloydminster uniqueness through consistent reporting and records management. Requisition based payment structure for schools	Continue to work with Municipal Affairs to address Lloydminster uniqueness through consistent reporting and records management. Identified an issue with the	Successfully achieved resolution with Municipal Affairs to address the issues skewing provincial comparability models and reports.

					established as well as under and over levy calculations.	City's total area and working to address the matter with Municipal Affairs.	
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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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	A plan for Lloydminster Charter review is provided to the Governments of Alberta and Saskatchewan.	2025 Q4	Council /COR	Ongoing discussions have been held with both provinces. Both provinces are committed to completing discussions and updating the Charter in 2022.	The Lloydminster Charter update occurred on January 1, 2023. Of particular note, there is an annual review clause in the Charter every 5 years. Staff are implementing the governance changes that the updated Charter imposed upon the City.	Completed The Lloydminster Charter updates in 2023, and it now includes a 5-year renewal clause.	The City will begin advocating for updates starting in 2026 to ensure governments are held accountable for the update renewal clause.

b)	Operations considers an updated MDP.	2023 Q2	OPS	The Municipal Development Plan update capital project commenced in Q1 2022. Stakeholder engagement sessions will commence in Q2 2022.	The draft Municipal Development Plan (MDP) was presented during the March 20, 2023, Governance and Priorities Committee Meeting and Bylaw No. 14-2023, MDP Bylaw was granted first reading during the March 27, 2023, Regular Council Meeting. Public Open Houses were conducted April 5 and April 11. Additionally, the public was invited to provide their comments back to Planning Administration by April 14, 2023. A Public Hearing for Bylaw 14-2023 is scheduled during the April 24, 2023, Regular Council Meeting. Bylaw No. 14-2023, Municipal Development Bylaw was granted 2 nd , 3 rd , and final readings at the May 23, 2023, Regular Council Meeting.	The Municipal Development Plan, Connection to Our Future Bylaw No.14-2023 was approved by Council on May 23, 2023; the update project is complete. Recommendations outlined in the Municipal Development Plan (pg.43) will involve several, if not all City departments. To ensure accountability and implementation of the recommendations, regular scheduled reviews will be considered.	Municipal Development Plan (MDP) Update completed May 2023. Recommendations outlined in the Municipal Development Plan (pg.43) will involve several City departments. To ensure accountability and implementation of the recommendations, regular scheduled reviews will be conducted.
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c)	The Land Use Bylaw is updated to reflect an updated MDP and amendments to the Land Use Bylaw are reduced.	2024 Q2	OPS	The Land Use Bylaw update capital project will be procured Q4 2022.	The Land Use Bylaw Update Project is being reviewed by Administration, taking into consideration staffing level capacity and the number of projects that the City will be undertaking pertaining to Planning in and around the Lloydminster region.	The Land Use Bylaw Update project was awarded to ISL Engineering and Land Services Ltd. on August 21, 2023. The first phase of community engagement which included members of Council, internal stakeholders and interested parties occurred September 2023 to November 2023. Also, during this time period Administration provided additional opportunity for input through an online survey, community pop-up events, and attendance at a Your Voice Night. Phase 2 included compiling the data and a draft Land Use Bylaw to be presented for public comment and input was completed in early April 2024 with The What We Heard Report finalized and available mid-April 2024. The Project Team has moved to Phase 3 of the LUB	Land Use Bylaw Update project completed in June 2025.
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						<p>Update Project and will be refining the LUB and preparing for the adoption of the Land Use Bylaw in Q3 2024. Prior to presentation to Council additional community engagement sessions, including online engagement, etc. will occur in June 2024. Upon Council granting first reading to the LUB Update Bylaw, a Public Hearing will be scheduled, this is expected to occur in late Q2, early Q3 2024.</p>	
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3.2 MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.1Infrastructure 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 needs. 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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	A feasible 10-year capital and operating asset management expenditure plan is in place.	2022 Q4	OPS/COR	Introduced the 10-year Capital plan to public Q4 2021 for the 2022 budget presentation, will work with managers though the 2023 budget process to review the plan and ensure it is realistic for the budget presentation Q4 2022.	Water, Sanitary Sewer, and Storm Sewer Master Plans are expected to be finalized in 2023. Master plans will inform and update the 10-year Capital Plan.	Water, Sanitary Sewer, and Storm Sewer Master Plans capital projects have commenced. These Master Plans will inform and update the 10-year Capital Plan and are expected to be completed and presented for Council's consideration in mid to late 2024. Additionally, the Asset Management Working Group, which includes staff members from across various City departments are working on updates to the 10-year capital plans; these are expected to be complete in Q2 2024 in preparation for 2025 budget planning.	Airport Masterplan update post-Covid, includes 25-year Capital Plan as well as triggers for if and when certain development/commercial air service moves forward. Water, Sanitary Sewer and Storm Master Plan Capital projects have been completed and accepted by Council in November 2024. The Master Plans are available on the City's webpage. Funded 10-year capital plans are expected to be prepared in fall 2025 as a core component of long-term financial planning that is currently underway.

b)	Draft asset management plans for critical public assets.	2023 Q4	OPS	Draft framework has been completed. The steering committee is evaluating piloting the completion of these plans in one or two asset areas in 2022.	Fire Services was chosen to pilot the completion of their Asset Management Plan utilizing the established framework completed in 2022. Plan is in the final stages of completion.	The Asset Management Plan for Fire Services is completed and will be presented at a future Council meeting. The Asset Management Working Group are actively gathering pertinent data which feeds into a live working document that will inform the pertinent department sections for the City of Lloydminster's Asset Management Plan. This first phase, being data collection, is expected to be completed in Q2 2024.	Asset Management Plans for critical public assets are slated to be complete by Q4 2026.
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c)	Implementation of an overarching standard asset management framework.	2023 Q4	OPS	Asset Management Policy adopted in Q1 2022. Work on the strategy to follow into Q2 2023.	The Steering Committee will be revising the strategy or next steps in the development of Asset Management practices throughout the City. The completion of the pilot Asset Management Plan will guide the development of this in other areas of the City. In addition, the hiring of an Asset Management Coordinator will assist in the development and implementation of Asset Management practices City wide through the guidance of the Steering Committee.	An Asset Management Coordinator was hired and is working with departments to gather pertinent data for each section of the City's Asset Management Plan. Administration has completed the Readiness Scale; the City's level continues to improve. Next steps are use findings to target strategy moving forward, resources will be directed to the areas that require further improvement, and the Asset Management Steering Committee in collaboration with ELT will continue to progress the City's Asset Management Plan over the long-term.	Completion of the Asset Management Strategy by Q3 2025.
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d)	Design, planning and construction of a new arena.	2025 Q4	CDS	Awarded detailed drawings to TBD Architects. Conceptual drawings have been presented with more updates to come. Both stakeholder agreements and some community engagements have started.	Council approved the project at the April 24, 2023. Council meeting with construction is slated to begin mid-Summer 2023. For full project details visit: https://www.lloyminster.ca/en/recreation-and-culture/lloydminster-place.aspx .	The City had a big year in 2023 on this project. The Government of Saskatchewan in partnership with the Government of Canada announced the investment of a total of \$33,128,508 in grant funding towards the project. On April 25, Council approved the budget for the project and procurement commenced. On June 27, the City announced Cenovus Energy as the Title Sponsor of the facility now named the Cenovus Energy Hub. PCL Construction Management Inc. mobilized to site in the beginning of July and the ceremonial groundbreaking event happened on August 21 on site. All earthworks and piling were completed by the end of 2023. On December 11, the project team came back to Council with an updated budget for the project. Work continues to progress on the site in 2024.	The Building is in its final stages of construction, planning to open to the public in Early September 2025. Grand Opening Ceremony event to take place on October 1, 2025.
e)	Policies and bylaws support a sustainable utility model.	2025 Q4	OPS/COR	Currently utilizing the Waterworth software to review utility rates. Establishing a water rate for Alberta Central East Water Corporation and SaskWater early Q2.	The 2023 to 2025 water rates for Alberta Central East Water Corporation and SaskWater were approved by Council through Motion No. 442-2022 during the November 21, 2022, Regular Council Meeting.	Working on a preliminary concept and framework to split the water and wastewater rate. Updates to the City's Utility Bylaw and Stormwater Bylaw are underway, with an estimated completion mid to late 2024.	Updates to the City's Stormwater Bylaw are completed and changes have been implemented effective January 1, 2025. Review of the Utility Bylaw is ongoing and scheduled to be finalized Q4 2026. Development of a framework for water-wastewater and a self-sustaining utility rate is ongoing.

f)	Residents indicate they understand the utility model the City has chosen to enact.	2025 Q4	COS	Data not yet available.	Data not yet available.	Data not yet available.	Data not yet available.
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g)	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	<p>Downtown Area Redevelopment Committee (DARC) formalized. Implementation prioritized. Event grant launched. DARC Open House held April 7, 2022.</p> <p>The implementation of the Downtown Area Redevelopment Plan (DARP) initiative is underway through the Central Business District Planning and Design project. This project is geared towards completing detailed underground servicing design, which will inform phasing of construction, accompanied by a surface-works concept plan for the entire Central Business District which will act as a road map for completing the</p>	<p>With the approval of the Capital Budget in 2023, the first phase of the implementation of the Downtown Area Redevelopment Plan (DARP) vision will be initiated. Phase 1 will include 50 Street between 49 Avenue and 50 Avenue and the intersection of 50 Avenue and 50 Street. Phase 1 will include enhanced public realm, planting, and amenity zones, as well as right sized cross-sections. Conceptual designs associated with the entire Central Business District incorporating the DARP initiatives has been completed and will form the baseline from</p>	<p>Construction began on Phase 1 (along 50 St between 49 Ave and 50 Ave) of the Central Business District (CBD) Rehabilitation Project in May 2023 with 85% of the work completed by October 31, 2023. Due to inclement weather the project was carried forward to 2024. Remaining work is expected to commence May 6 (weather permitting) and be completed in 6 to 8 weeks, the work includes: final concrete, landscaping, and street furnishings. Additional phases of the work required in the CBD will be introduced in future capital budget years for Council's consideration. Additionally, the Work required for the CBD will be included in the City's 10-year Capital Budget planning.</p> <p>A successful first year of the Façade and Building Improvement Program, with \$82,079.60 in projects injected into the downtown with approximately 150,000 in progress applications for 2024.</p>	Detailed designs for the next phase of the Central Business District Rehabilitation project are targeted to be completed by Q4 2025.
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				<p>implementation of the DARP initiatives from a surface-works perspective. Phase 1 detailed servicing and surface works designs are to be completed in Q3 2022.</p>	<p>which all future designs are derived from. During the March 13, 2023, Regular Council Meeting through Motion No. 84-2023 the Central Business District Rehabilitation Project Phase 1 contract was awarded to ASL Paving Ltd in the amount of \$4.4M plus \$220,000 contingency fee. Phase I construction is anticipated to begin Q2 2023 and with completion anticipated in Q3 2023. Downtown Area Redevelopment Committee rollout and implementation includes:</p> <ul style="list-style-type: none">• Continual engagement via newsletter, community		
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					<p>presentation s, Streetfest, business visitations, and downtown walkabouts.</p> <ul style="list-style-type: none">• Preparation for spring roll out of popup park, including lights, heaters, and signage.• 2022 Downtown Event Grant Launch.• 2022 Downtown Lloydminster Brand Relaunched.• 2023 Annual Downtown Lloydminster Social Marketing Contract procured.• April 2023 Façade and Building Improvement Program Rollout.• April 2023 - 2023 Event		
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					<div>Grant Program roll out.</div> <ul style="list-style-type: none">• \$5,000 commitment to Summer 2023 Mural Project.		
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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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Council chooses options for future arterial road networks.	2023 Q4	Council /OPS	No update at this time.	No update at this time.	No update at this time. The 2024 Transportation Master Plan Capital Project has commenced and may include considerations for this work.	The 2024 Transportation Master Plan Capital Project is underway with anticipated completion Q4 2025.
b)	Trails and Sidewalks Master Plan high priority items implemented.	2023 Q4	OPS	Applied for Active Transportation Fund grant Q1 2022. Engineering Services is in the final stages of completing the document in preparation for presenting the final report to Council for	The Trails and Sidewalk Master Plan was completed and accepted by Council through Motion No. 264-2022 during the June 20, 2022, Regular Council Meeting. Grant funding was secured in 2023 which is permitting the completion of two (2) trail sections: 44	The grant funding that was approved in 2023 was used to construct new trails along 44 St between 40 Ave and 45 Ave and 50 Ave between 18 St and 25 St. Additionally the Bud Miller All Seasons Park Trail Network continues to be rehabilitated, with additional monies approved in the 2024	Work is ongoing, this will need to be carried forward.

				acceptance in Q2 2022.	Street between 40 Avenue and 45 Avenue and 50 Avenue between 12 Street and 25 Street. Depending on final tender amounts the limits may change, however the extent of the trails will be maximized to ensure the grant funding is fully expended.	Capital Budget being allocated for improvements in Q2/Q3 2024.	
c)	Transit opportunities are explored and presented to Council for implementation.	2024 Q4	OPS/CDS	Gathering initial information in the Social Needs Assessment. Public Transportation Master Plan initiated Q1 2022 with the preparation of a Project Charter. Upon approval of the Project Charter, the Project Team will prepare the necessary procurement documents to secure the services of a qualified engineering consultant to assist the City with	Consultant has been secured with the Public Transportation Master Plan well underway. Initial stakeholder engagement is complete with the project team deciphering the data in preparation for determining possible service delivery models as well as potential routing options. Upon completion of this round of data analysis, additional stakeholder engagement session will be initiated to garnish feed back and support for the recommendations.	City of Lloydminster Public Transportation Masterplan phase 1 and 2 is complete. An update on the project presented to Council in April 2024, with the Public Transportation Master Plan final report accepted by Council on May 13, 2024.	Administration is working to prepare a scope of work for Council review and acceptance before initiating phase II. This will need to be carried forward.

				completing the feasibility assessments, and Master Plan recommendations.			
d)	Establish implementation plan for the Airport Master Plan.	2023 Q4	OPS	Implementation of the Airport Master Plan continues with funding assistance from Regional Air Transportation Initiative and Airport Capital Assistance Program funding. Purchases to date includes grader, snowplow, self-serve fuel cardlock system, wayfinding signage, website updates, runway upgrades, etc.	Recommendations as outlined in the 2020 Airport Master Plan continue to be considered, such as the recommended upgrades to the Airport parking lot which were initially included in the 2023 Capital Budget, however with the air service industry continuing to recover from the COVID-19 pandemic this project was deferred to a future year's capital budget.	<p>The air service industry continues to recover from the COVID-19 pandemic, therefore capital projects as recommended in the Airport Master Plan have been deferred to future year's capital budgets. Furthermore, WestJet discontinued passenger air service between Calgary and Lloydminster in April 2024. The City was successful in its application for grant funding through Building Alberta's Regional Airport Network in the amount of \$113,988. With the approved funding in place, the City is working with HM Aero Aviation Consulting to create Lloydminster Municipal Airport Commercial Air Services Feasibility Study. This project will include:</p> <ul style="list-style-type: none">Detailed research and analysis on the region's travel	<p>Commercial Air Service pitched to two air service providers, partnership fostered with Alberta Government to create a strategic Alberta Regional Air Service Network including Lloydminster. This will need to be carried forward.</p>

						<p>patterns and air service needs,</p> <ul style="list-style-type: none">• The assessment of opportunities for new air services to Lloydminster,• The preparation of detailed air service business cases for presentation to prospective airlines,• An update to the 2020 Airport Master Plan• Additionally, Administration is encouraged to continue its efforts to actively look into securing another scheduled air passenger flight service provider.• Project to wrap up in September, with commercial air service pitches starting in August.	
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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.		
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Bud Miller Park Master Plan is updated.	2022 Q4	OPS/CDS	Bud Miller All Seasons Park Master Plan update was deferred during the 2022 budget process. Anticipate funding for the BMASP Master Plan update will be requested in a future capital budget request.	Bud Miller All Seasons Park Master Plan is currently underway with an expected completion of the project in Q2 2023. Plan will outline recommended actions to maintain and improve the park for the next 10+ years.	The Bud Miller All Seasons Park Master Plan was accepted by Council on December 11, 2023. Administration will present recommendations as outlined in the Master Plan into future year Capital Budgets as well as include in the 10-Year Capital Budget planning.	Bud Miller Park Master Plan completed December 2023. Parkview Estates Area Structure Plan reviewed. Plans to expand Bud Miller All Seasons Park will be considered as part of the Southwest Area Structure Plan Project due to be completed in 2026.

b)	Parks Master Plan is established.	2024 Q4	OPS	Anticipate funding for the Parks Master Plan to be included in a future capital budget.	The Parks Master Plan will be included in the 2024 draft capital budget for deliberations.	The Parks Master Plan project is cancelled and will be reviewed by Administration in future. There are a number of newly accepted master plans and studies that will guide the City's greenspace in the short-term.	The Parks Master Plan project is cancelled and will be reviewed by Administration in the future. There are a number of newly accepted master plans and studies that will guide the City's green space in the short-term.
c)	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	Capital budget was not provided in 2022. Project scoping for removal of the former Lloydminster Culture and Science Centre building has started with engineering taking the lead role.	The Request for Proposal of the Redevelopment Plan for the outdoor Heritage Park was posted April 4, 2023. The project is targeting to be finished by Fall of 2023.	Throughout 2023, the Weaver Heritage Park Master Plan has been progressing. The plan has included surveys and public engagement. The plan is nearing completion and will be presented to Council for adoption in the second quarter of 2024.	Weaver Heritage Park Master Plan was approved in concept by Council September 23, 2024. No projects were funded in the 2025 budget. Administration is adding projects into the 10-year capital plan as recommended in the plan.

d)	Cemetery Master Plan short term implementation is completed.	2023 Q4	OPS	Monies for the Cemetery Phase 1 Development Plan are included in the 2022 Capital Budget, procurement expected Q2 to Q3 2022.	Through Motion No. 377-2022 during the October 3, 2022, Regular Council Meeting Bylaw No. 18-2022, the Cemetery Management Bylaw was approved by Council. Construction of the new expansion area is underway with expected completion in the 2023 calendar year (pending supply).	A little over one year after the implementation of the updated Cemetery Management Bylaw, Administration presented a bylaw amendment to address areas of concern brought forward by members of the public and local funeral home operators; the amending bylaw was approved by Council on December 11, 2023. Construction of the new Cemetery expansion area was completed in Q4 2023.	Completed.
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e)	Wayfinding signs and systems are updated or replaced.	2023 Q4	CM/OPS	Airport Wayfinding updated using PrairieCan Grant.	Transportation Services will assist with installation of new wayfinding signs as required. Communications has begun taking inventory of signage in need of removal or replacement, with some of the most visible dilapidated signage to be addressed in Q2-Q4.	Updates to the wayfinding signs at the Lloydminster Airport are complete. Way finding signage located throughout various areas in the City that was in need of attention were removed and will not be replaced at this time.	Transportation and Communications have developed a comprehensive list of dated and dilapidated signs throughout the community and are removing or replacing them on a priority basis. Approximately 12 signs were removed in 2024. Auroa Neighborhood Sign installed in 2024.
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f)	Complements on the City’s beautification is received through online platforms and available visitor resources.	2025 Q4	COS	Data not yet available.	Through public engagement activities pertaining to the Bud Miller All Seasons Park Master Plan, and the 2022 Trails and Sidewalks Master Plan, many positive comments were received regarding the esthetics of the City's parks and green spaces, along with valid suggestions for future improvements and modifications.	During the 2023 spring/summer season and 2023 Christmas season many positive comments were received regarding Christmas light displays, the City's parks and greenspaces and the downtown planter program, along with valid suggestions for future improvements and modifications. Chamber of Commerce reported that down-town beautification was noted by attendees of the Christmas Craft Fair.	City continues to receive positive remarks via social media about the aesthetic beauty of city parks, particularly Bud Miller All Seasons Park and Jaycee Hill Park, among others.
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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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Look for opportunities to be leaders in environmental management.	2025 Q4	OPS	Environmental Services is investigating opportunities and future initiatives to be implemented.	Application for grant funding to monitor methane emissions at the Landfill is expected to be submitted in April 2023. Validation phase of treated effluent reuse is being completed with detailed design to begin in Q2 2023.	The City was unsuccessful in its grant funding application to monitor methane emissions at the Landfill. Borrowing Bylaw No.06-2023 was approved on August 21, 2023, for the construction of the Lloydminster Effluent Line; construction is anticipated to commence in Q2/Q3 2024. Council approved the award of the Integrated Waste Management Facility Master Plan. Within the scope of work, it includes a review of whether the City should	Effluent line design and construction is currently on hold pending commitments from industry for reuse. Phase 1 of the Integrated Waste Management Facility Master Plan is completed. Recommendation to continue operations and manage waste by landfilling has been accepted by Council. Phase 2 of the Integrated Waste Master Plan includes the infrastructure plan, programs/waste diversion initiatives, and a financial review. Phase 2 is scheduled to be completed by Q4 2025.

						continue to own and operate its own landfill or implement and alternative waste management approach, such as, but not limited to waste to energy technology and transporting waste to another facility. The Master Plan also includes an update to the City's Waste Composition Study. The study is intended to generate data for an informed development of future waste diversion programs.	
b)	Development of an Environmental Sustainability Plan that encompasses economic, social, cultural, and environmental interests.	2024 Q1	OPS	Environmental Services is investigating opportunities and future initiatives to be implemented.	Investigation is on-going.	Investigation is on-going.	Investigation is ongoing. This will need to be carried forward.
c)	Water Treatment Facility completes an upgrade plan to meet the current and future needs of the City.	2023 Q4	OPS	Council approved the quality-based selection procurement of consultant. Engineering Services and Water Services are working on refining the scope of work in preparation for	Supervisory Control and Data Acquisition/Control System upgrade was completed in Q4 2022. Construction is on-going for the Picture Archiving and Communication System with commissioning	UV upgrade project is complete. The lime system upgrade was recently awarded and all works surrounding this project are expected to be complete by year end 2024.	The 2025 Water Treatment Assessment Report identified both short-term and long-term improvements. These will be brought forward in future capital budget requests as well as identified in the 10-year Capital Budget.

				securing the services of a qualified consultant.	expected to be completed in April 2023. Installation of Ultraviolet System and Lime System is scheduled for Q3 2023.		
d)	The new mechanical Wastewater Treatment Facility IPD project is complete, and the plant is fully operational.	2023 Q4	OPS	New Mechanical Wastewater Treatment Facility construction continues in 2022.	New Mechanical Wastewater Treatment Facility construction completed in Q2 2023 with commissioning/testing of the facility scheduled to begin in the same time period. The facility is expected to be fully operational by year end 2023.	The new Mechanical Wastewater Treatment Facility construction is complete, along with commissioning of the facility in November 2023; the plant became fully operational as of December 1, 2023. A grand opening celebration is being planned for June 18, 2024.	Project is anticipated to be closed in Q4 2025.

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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	A new regional marketing partnership is formalized.	2022 Q4	CM/COS	Developing and gathering information to be used in marketing and storytelling, progress update in Q3 2022.	Continued membership in Northeast Alberta Information HUB, a regional economic development group. Leveraging Invest Alberta to market Lloydminster at every opportunity. Vermilion River Region Alliance continues to meet quarterly to discuss regional collaboration.	December 2024, Regional Economic and Procurement breakfast is planned for Q4. Vermillion River Region Alliance met in Q1-2024 and Q2-2024.	Successful in a 2025 Northern and Regional Economic Development (NRED) Grant to support Regional Marketing and Investment Attraction.

b)	A regional economic development strategy dovetails into the City's own economic development strategy.	2023 Q4	CM	A Limited Voluntary License in the Regional Marketing Objectives for the City was added to the Business License Bylaw for 2022.	RFQ for Economical Development Strategy completed at the end of May. Will be part of regional discussions occurring in 2023.	Legislative Services and Economic Development are partnering to explore a regional business event with regional partner municipalities. Continued membership and participation in HUB the Regional Economic Development Alliance of Northeast Alberta. Accepted into the Community Economic Development Initiative Program in partnership with Frog Lake First Nations. The program implemented in partnership by the Council for Advancement of Native Development Officers and the Federation of Canadian Municipalities, aim to improve the economic prosperity of First	Continuing Community Development Initiative partnership with Frog Lake, which was formed in 2024.
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						Nations and adjacent municipalities through joint community economic development planning and initiatives.	
c)	The introduction of new businesses leads to increased land sales.	2024 Q4	CM	Economic Development attend the Innovating Commerce Serving Communities conference in Q1 with potential leads for retail/commercial space. RFQ for Retail Gap Analysis in Q2.	Retail Gap Analysis completed, roll out of study to local business and potential investors included: <ul style="list-style-type: none">• Evening Open House session• Direct email to local developers• Report sent out through Economical Development email newsletter Development of the "Grow With Us" Invest in Lloydminster document, limited print edition for Innovating Commerce Serving Communities and electronic version posted on website. Industrial Gap Analysis to be completed in 2023.	Industrial Business Inventory/Gap Analysis is underway and will be complete in Q2 - 2024. Attendance at industry events including Innovating Commerce Serving Communities Conference, and Agri-forum as well as cold calls and business visitations.	Industrial Land Sales increased significantly in 2025, with three recorded sales by July of 2025, amounting to \$1,208,700, a 75.4% increase over 2024.

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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update July 2025
a)	Council hosts a regional partners’ economic development symposium.	2023 Q4	Council/CM	Inaugural Economic Development Breakfast held May 2022.	Second Annual Economic Development Breakfast will be held in Q2 and expanded to include more business sectors. Economic Development partnered with other groups by hosting the 21st Annual Business Education Conference.	Sold out Economic Development Breakfast in Q4-2023. Q4-2024 will host the 3rd Annual Economic Development Breakfast. 22nd Annual Business Education Conference. Indigenous Economic Development Summit.	Q4-2024 hosted the 3rd Annual Economic Development Breakfast Annual Indigenous Economic Development Summit.

b)	Business retention program is developed and implemented.	2024 Q4	CM	Business Retention Specialist hired in 2021. Business Retention and Expansion program in draft format.	Anniversary and major milestones acknowledged with business visitation and gift/card from Mayor. Business Retention Specialist term position filled March 2023, onboarding, and training.	Rural renewal stream implemented.	Annual Business Walk Program Implemented.
c)	An annual economic benchmarking exercise is begun.	2023 Q4	CM	Annual Business Survey continues using information gathered to build benchmarks.	Annual Business Survey continues. Quarterly economic updates to Council including the following benchmarks and statistics. <ul style="list-style-type: none">• Real Estate sales and listings• Building permits• Hotel occupancy• Business license numbering including annual total licenses and annual total new licenses Breakdown of the North American Industry Classification System (NAICS) and license type.	Annual business survey continues.	Business Walks in 2024 and 2025, continually updating and tracking the previously mentioned stats,

d)	Local businesses report a shop local campaign is successful.	2024 Q4	CM	<p>Think Lloyd First movement continues.</p> <p>Education and prompting the importance of local economy.</p> <p>Development of Think Lloyd First ‘Best In Business’ Awards in draft form.</p> <p>Partnership with Discover Lloydminster campaign.</p>	<p>Think Lloyd First movement continues. Beyond education and general promotion of local business and the local economy, curated Think Lloyd First boxes are used in contesting and gifting in industry conferences, and special guests within the community.</p> <p>In the 2022 Business Survey, 78% of those surveyed report they are aware of and satisfied with the Think Lloyd First (Shop Local) Campaign.</p>	<p>In the 2023 Business Survey, 73% of those surveyed report they are aware of and satisfied with the Think Lloyd First (Shop Local) Campaign.</p> <p>Lloydminster has a high percentage of local business, with 46% being considered local and 54% branded. Indicating that the public is aware and does support local business.</p>	Think Lloyd First continues.
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e)	Lloydminster is represented in at least three relevant trade shows or conferences each year.	2025 Q4	CM	<p>Land Division attended the Saskatoon Homestyle Show March 2022.</p> <p>Economic Development attended the Innovating Commerce Serving Community (ICSC) conference in March 2022.</p> <p>Think Lloyd First attended Rogers Hometown Hockey March 2022 hosted by the City of Lloydminster.</p>	<p>Lloydminster was represented at the following tradeshow and conferences:</p> <ul style="list-style-type: none">• September 2022 - Lloydminster Heavy Oil Show (Tradeshow)• September 2022 - SEDA Conference• October 2022 - Economic Partnership Summit (Tradeshow and Conference)• January 2023 - Innovating Commerce Serving Community (ICSC) (Tradeshow and Sales Mission)• February 2023 – Agri-visions (Tradeshow and Conference)• February 2023 - Indigenous Business Gathering• March 2023 - Lloydminster and Region Job Fair (Tradeshow)• April 2023 - EDA Conference	<p>Lloydminster was represented at the following tradeshow and conferences:</p> <ul style="list-style-type: none">• SEDA Conference• Economic Partnership Summit - Tradeshow and Conference• Innovating Commerce Serving Community (ICSC) - Tradeshow and Sales Mission• Agri-visions - Tradeshow and conference• Indigenous Business Gathering• Lloydminster & Region Job Fair - Tradeshow• EDA Conference• Agri-Forum	<p>2025 Conferences and Trade Shows to date:</p> <ul style="list-style-type: none">• Innovating Commerce Serving Community (ICSC)• Agri-Visions• Economic Developers Alberta Conference• Saskatchewan Agri-Forum
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					<ul style="list-style-type: none">April 2023 – Agri-Forum		
f)	All homes and businesses in Lloydminster have access to reliable broadband internet service.	2023 Q4	CM	Telus and SaskTel continue Broadband installation spring 2022.	<p>Telus PureFibre build was completed Q4 2022.</p> <p>SaskTel introduced infiNET service in selected areas of Lloydminster, Saskatchewan, and will soon provide the service to all residents located on the Saskatchewan side of Lloydminster.</p>	<p>Telus PureFibe build is complete and PureFibre is now available in 4,918 homes in Lloydminster.</p> <p>SaskTel has completed infiNET installation on the Saskatchewan side with service now available to residents and businesses.</p>	All homes and businesses in Lloydminster now have access to either SaskTel infiNET or Telus Pure Fibre.

g)	Three new provincial or national events are attracted to the region.	2023 Q3	CDS/CM	Rogers Hometown Hockey held March 18 to 20, 2022. Saskatchewan Summer Games planned for 2024.	The All-Nations Cup hosted by Warrior Golf is a 500+ participant golf tournament that will be hosted at Lloydminster Golf and Curling Centre and Rolling Greens in July of 2023.	The All-Nations Cup occurred at the Lloydminster Golf and Curling Centre in July 2023. In January 2024, the City hosted the Astec Curling Championship. Coming soon in 2024 includes the Women's College Basketball Nationals, and the first ever U13AA provincials. This summer the City will host the Saskatchewan Summer Games. Additionally, the Saskatchewan Country Music Awards will be hosted by the Vic Juba Community Theatre in the summer of 2024. Hosting the U11 A and B Provincials for Softball and U18 A Provincials for Softball in 2024.	Multiple levels of provincial Championships occurred in 2025 (baseball, softball, hockey and others). Hosted: 2025 Astec Safety Curling Championship 2025 Esso Cup 2025 Saskatchewan Junior Golf Championships 2025 Saskatchewan PGA Golf Tournament 2025 Lloydminster Shootout AB & SK Motorcross 2025 ACAC Men's Volleyball Championship 2025 ACAC Futsal Championship
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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 center is needed.	
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
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	Social Needs Assessment Survey and workplan developed.	Social Policy Framework completed and adopted by the City December 12, 2022.	Social Policy Framework Leadership Team developed terms of reference. Housing Needs Assessment aligned with Social Policy Framework.	Social Policy Framework Housing Working Group, Mental Health Working Group, and Access to Health and Social Programs Working Group established.

b)	Council facilitates an annual consultation on community needs.	2023 Q4	Council /CM	‘Your Voice Night’ hosted in May 2022. Social Needs Assessment and Budget Engagement planned for June and July 2022.	No general community-wide consultation is scheduled at this time; however, the City continues to gauge community wants and needs through project-specific public participation and activities. Council may choose to initiate a broader consultation in 2023 if circumstances permit.	Hosting 'Your Voice' - Community Information Night June 4. Budget engagement sessions scheduled June 4, June 8, June 22, July 11, August 5.	Council has been active in budget deliberations at various events including Heritage Days, Pancake Breakfast, etc. Each annual summer/fall budget-engagement exercise provides both survey and in-person opportunities for residents and business to provide input on community needs. These findings are compiled and presented to Council as part of fall budget deliberations.
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c)	All residents feel included in the community and that their diversity is valued.	2025 Q4	CDS	<p>City is a founding member of the Heart of Treaty 6. Lloydminster Museum and Archives continues to attend Heart of Treaty 6 meetings.</p> <p>Partnership with Lloydminster Native Friendship Centre's Youth Group for Youth Graffiti Clean Up. Completed Community Readiness for Newcomer Integration project.</p> <p>City continues to review the Government of Canada's Truth and Reconciliation Commission's Calls to Action.</p>	<p>Youth Graffiti Clean Up partnered with Lloydminster Community Youth Centre, Lloydminster Youth Council, and Slay the Day Youth Group. Reaffirmation Ceremony held for residents at Canada Day. Recreation Access Program to include new consideration for Newcomers and Indigenous applicants.</p>	<p>Community Safety Plan Report: Focus on how to support marginalized groups. Partnership with Lloydminster Learning Council Association for seniors' events. Graffiti and reaffirmation projects continue.</p>	<p>Launch of Welcome Home program to assist with the integration of immigrants and migrants into the community. In person citizenship ceremonies brought back to the community for the first time since COVID-19. Ongoing cooperation with the Lloydminster Local Immigration Partnership.</p>
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d)	Indigenous people feel meaningfully engaged in life in Lloydminster.	2024 Q4	CDS	The Lloydminster Museum and Archives have hosted 7 events to date in partnership with our Indigenous community. Notably 12 school field trips totally 447 students participated in Metis Jigging from January to April.	The Lloydminster Museum and Archives have continued with Indigenous programming in the museum and supporting the Heart of Treaty 6 (HOT6) Coordinator with bringing more events to Lloydminster where reconciliation is the key driver. The HOT6 will be hosting its Second Annual Pow Wow to take place at the Centennial Civic Centre in early 2023.	The City hosted the All-Nations Cup growing ties with Indigenous people. Lloydminster Museum and Archives continues to host indigenous programming and supporting the Heart of Treaty 6 Committee. The City has engaged with indigenous individuals pertaining to the Weaver Heritage Park Master Plan and representation of the indigenous community within the plan. Powwow! Ohciwin The Origins showcased at the Lloydminster Museum and Archives. Economic Summit - City of Lloydminster partner, Economic	Community Economic Development Initiative Program continues. Economic Partnership Summit continues. City of Lloydminster continues to be a community of choice for Northern Saskatchewan Indigenous Communities during natural hazard evacuations . This is due to continued partnership with Meadow Lake tribal Council and showcasing hospitality and support to evacuees.
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						<p>Development Officer Chairs.</p> <p>Interschool Powwow, City of Lloyd provides the Civic Centre as an active partner in this event.</p> <p>Accepted into the Community Economic Development Initiative Program in partnership with Frog Lake First Nations.</p>	
e)	<p>Council decides on next steps in formalizing a virtual and/or real volunteer centre.</p>	<p>2024 Q4</p>	<p>CDS</p>	<p>City became a Volunteer Connector regional partner at the end of 2020.</p>	<p>17 organizations recruited to volunteer connector.</p>	<p>Twenty-one organizations recruited to Volunteer Connector. It is now a requirement to receive Family and Community Support Services funding.</p>	<p>25 organizations recruited to volunteer connector. 7,237 views in 2024. 113 applications.</p>

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 neighborhood level.				Residents report a sense of belonging, support, and connection in their neighborhoods.		
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 - May 2022	Status/Update – May 2023	Status/Update – May 2024	Status/Update - July 2025
a)	The Neighborhood Connector program initiative is incorporated into City programs.	2022 Q2	CDS	Researching other community models.	Neighborhood Connector was launched in 2022. Six connectors were trained and recruited. Will continue to develop, evaluate, and improve in 2023.	Five active community Connectors. Two Neighborhood connector events completed. Neighborhood Grant expanded to community. One granted neighborhood project. Eleven Block parties hosted.	Launch of the Cenovus Energy Block Party Trailer in 2024. 23 Neighbourhood events involving 1342 residents and 125 volunteers. Four Neighbourhood Grant projects approved.

b)	Emergency Management Memorandums of Understanding (MOUs) are signed with regional partners.	2023 Q2	CDS	Fire Services have completed Memorandum of Understandings (MOUs) with all surrounding Municipalities. Emergency Management continues to discuss opportunities within the larger regional area. The City is a signatory with the Borderland Mutual Aid Agreement and continues to champion this agreement and seek broaden its intermunicipal resource sharing with participating municipalities.	Memorandum of Understandings have been signed with surrounding municipalities and the City has sought input from surrounding municipalities on the opportunity to enhance collaboration or seek regional opportunities in EMO service and delivery of services.	Lloydminster Fire Department updated mutual aid agreements with all surrounding partner agencies April 2024 for continuity and consistency within. There has been constant growth in partnership in all aspects including joint training opportunities and collaborations in events in the community. City has entered into an agreement with nine regional partners on the oversight of Emergency Management Programming. City continues to support the Borderlands Mutual Aid agreement which includes 24 other communities. This agreement supports a	City of Lloydminster remains on the Borderland Mutual Aid Agreement which contains 27 communities to support mutual aid responses/ emergency management. Regional Emergency Management Collective completing its 2nd year, with updated contract negotiations beginning for 10 AB/SK partners.
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						process for external resources requests during times of an emergency.	
c)	The RCMP funding agreement is fully funded by both provincial partners.	2024 Q4	CDS	Through Charter discussion the provinces have agreed that once the Charter is updated that discussion regarding police funding can occur outside the Charter framework and MOUs for funding would be a possibility.	RCMP Funding Agreements are not included in the Charter. However, both provinces have indicated that discussions and Memorandum of Understandings for funding may be possible outside of the Charter. Engagement on this item should begin to occur in Q3, 2023.	During the Lloydminster Charter update in 2023, the RCMP funding was not an item the provinces wished to include in negotiations. Their recommendation was to look into a Memorandum of Understanding for funding outside of the Charter. This has not been initiated at this time.	Bi-Provincial statistics and information provided to Mayor and City Manager for presentation at Saskatchewan Meetings. Discussion held with Minister Young, Minister Cockrill during Mental Health resource discussions April 4th. Information provided for June 18th, AB/SK Caucus Meeting.

d)	Citizens are very satisfied or satisfied with the response to City-controlled emergency services. *	2025 Q4	CDS/COS	Data not yet available.	Citizens in surveys and discussion recognize the value and value added services provided by City controlled emergency services. Many would like to see additional police activity in the areas of criminal gangs/theft and traffic.	Lloydminster Fire Department calls for service continue to grow. With a full year of our new inspection program completed, the City is seeing great success in community and business engagement as well as identifying risk factors and areas to keep the public safe and working alongside our community partners in education and safety awareness.	Public Survey conducted in 2025 regarding policing in Lloydminster. RCMP 153/289 - Satisfied 72/289 - Neutral 67/289 - Dissatisfied Peace Officers 61/286 - Satisfied 114/286 - Neutral 110/286 - Dissatisfied
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**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 - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Housing needs assessment is updated.	2023 Q4	CDS	Gathering initial information in the Social Needs Assessment.	Gathered information from Social Needs Assessment. Compiled recommendation s. Preliminary meetings with community stakeholders to gather information for the Housing Needs Assessment and Strategy RFP in 2023.	Housing Needs Assessment RFP awarded to Bassa Social Innovations. Multiple engagements and workshops completed. Point-in-Time Homelessness Count completed. Final report to be completed by Q1 2024.	Housing Needs Assessment completed March 18, 2024. Point in Time Count completed October 2025. Social Policy Framework Housing Working Group established and hosted Housing Symposium in May 2025. Working Group presented best practice shelter standards to Council June 2025, Council approved \$150,000 for Housing Development Support in June 2025.

b)	The utilization rate for City-owned facilities is higher than the provincial averages in Alberta and Saskatchewan.	2025 Q4	CDS	Investigating better internal tracking.	The team has begun tracking number of memberships, including types (1 month, 4 month and yearly), as well as, membership usage, admissions, bookings, including meeting rooms spaces, ice and fieldhouse bookings, and green spaces such as ball diamonds and tennis courts.	Continuing to track and find ways for better data collection. Promotions and sales used to increase utilization.	Leisure Services team continues to track utilization in recreation facilities. Working with internal IT department to help build better tracking systems.
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c)	Continue to assist with removing barriers to City Recreation and Culture services.	2024 Q4	CDS	<p>Updated Recreation Access Policy.</p> <p>The Lloydminster Place – New event facility project is engaging with the community to ensure a fully accessible and inclusive facility including being fully Sledge Hockey ready, accessible seating at all levels of viewing, including premium options, and culturally diverse signage focusing on image-based communication over language.</p>	<p>Bioclean Aquatic Centre has purchased a new staircase to help mobility into the pool.</p> <p>PSM Lawyers Park Centre now has barrier-free washrooms at the main entrance that are accessible at the east entrance for parkgoers.</p> <p>Updated signage at SSC from family washrooms to inclusive washrooms.</p> <p>Administration working to update the Barrier Free Policy in 2023.</p>	<p>Enhanced accessible parking stalls on both the North and South sides of the building.</p>	<p>Cenovus Energy Hub will open this year which will provide many physical barrier free options. Russ Robertson Arena accessible parking will be improved this year to provide better parking options for those who need it.</p> <p>Fall 2025 City engaged consultants to complete accessibility audits on 22 public facing facilities in alignment with new Saskatchewan legislation.</p>
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d)	Building Partnerships to enhance the delivery of Recreation and Cultural Experiences.	2025 Q4	CDS	Continue to meet with user groups over new recreation facility as well for general programming.	Partnering with Indigenous group to host All Nations Cup. Working with Inclusion Lloydminster on making the new event facility more accessible for all. Exploring partnership with Vic Juba Community Theatre to enhance programming.	Have continued with more conversation with user groups, and facility users.	Throughout 2025 a user agreement is in place with Onion Lake Cree Nation for facility drop in. Worked with user groups to help increase utilization and have worked with Vic Juba on an agreement to help host concerts in the future at Cenovus Energy Hub.
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e)	Improve/enhance the visitor experience .	2025 Q4	CDS	Through the Lean process, a new vision has been developed for the Recreation and Culture team. Rolling out early Q2, 2022.	Two additional lean projects were completed and ongoing to improve the customer experience when registering for programs and services. Additionally, with the City now utilizing DocuSign, it is easier for customers to fill out required agreements for renting programmable spaces.	Continue to make small changes within programming facilities. Created a new meeting room space at Servus Sports Centre to help increase rentals for tournaments and private parties. Food and beverage services provider agreement is being finalized with a potential vendor to provide services at the Lloydminster Golf and Curling Centre starting in May 2024.	Programming continues to be updated, Lloydminster Museum and Archives programming has worked extremely well seeing both youth, adult and seniors in programs. Drop-in times have increased at Servus Sports Centre to allow more time for growing activities like Pickleball. Customer Service Training for front line staff coming prior to end of 2025.
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