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# 2022-2025 Strategic Plan

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

Review Date: May 2022



## Introduction

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

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

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

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

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

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

Your Lloydminster City Council is committed to providing a solid foundation of direction and policy for future councils that will continue to build a sustainable community, which reflects the values and beliefs expressed by the citizens of Lloydminster.

## **Instruction**

Review the strategic areas outlined below, considering any work your team has done since November 2021 to support, advance or complete these priorities. Some of your actions/activities may fit under more than one strategic area. You may duplicate your response where appropriate.

Throughout the tables on the following pages, the term 'Lead Role' is used. This list identifies the lead role:

- Council = City Council
- CM = City Manager
- CDS = Executive Manager, Community Development Services
- OPS = Executive Manager, Operations
- CFO = Chief Financial Officer
- COS = Chief of Staff
- Clerk = City Clerk

If applicable, please provide bullet points of how your department has contributed to advancing or completing the Performance Measures outlines below in the status/update column.

### 3.1 DELIVERING GOOD GOVERNANCE – 3.1.1 Effective Government

Goal: To remain an open and responsive government				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Ensure that regional planning documents remain current.	Intermunicipal agreements such as ICF, IDP, OCP are always current. New intermunicipal agreements are formed as shared needs are identified.		
b)	Enhance accessibility to Council meetings.	Council and committee meetings are available through in-person and virtual formats.		
c)	Explore innovative ways to engage with citizens and staff.	Formal methods of deep engagement are in place.		
d)	Continue to build relationships with regional partners and other orders of government.	Council and/or administration regularly meets with governments, Indigenous groups, education institutions, staff groups, and community organizations.		
e)	Reduce red tape.	Residents, businesses, and other stakeholders have service needs met quickly and effectively.		
f)	Explore options to support recover from the COVID-19 pandemic.	The City and the community recover from the COVID-19 pandemic.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022
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.
b)	Technology supports the virtual hosting of meetings in City buildings.	2022 Q4	Clerk/CFO	Council chambers completed in 2021, remote access point 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.
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.

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.
e)	City implements recommendations from the LEAN process review.	2023 Q4	CM/CFO	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. Land Division to undergo Lean process in Q3.
f)	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.
f)	Planning for resiliency to support lost revenue sources and reporting the financial impact to the post pandemic new normal.	2025 Q5	CM/CFO	Ongoing process of sourcing grant opportunities as well as revenue reviews and expense improvements.
f)	Embrace/Enhance the digital technology improvements learned through the pandemic.	2024 Q4	CM/CFO	Currently reviewing IT technology for areas of improvement, governance document, and opportunities for efficiencies. However, currently taking 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.
f)	Provide economic opportunities and continued supports for local business, industry, and organizations as they recover from the economic impacts of the COVID-19 pandemic.	2025 Q4	CM	Economic Development team continues to support local businesses on a one-on-one basis through business visitations.

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

## DELIVERING GOOD GOVERNANCE – 3.1.2 Internal Capacity

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

	technology to enhance City wide programs and services.			software health assessment completed. Reviewing IT ticketing system for efficiency or replacement. Lean projects will assist in reviewing manual processes created due to lack of IT Disaster Response Plan capability.
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.
e)	Lloydminster establishes standardized financial and statistical data that can be validated, consistently collected and reported for use by each department as the financial and statistical data for the City.	2025 Q2	CFO	Ongoing process, currently working on further standardizing year-end worksheets. Working with the Qwestica budget software to improve reporting to be more automated and upgrades to software automated.
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.
f)	Lloydminster establishes reasonably comparable municipalities using a consistent, reliable source to benchmark against and establish goals to achieve indicators that are desirable for the City.	2024 Q2	CFO/Clerk	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.

## 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
a)	A plan for Lloydminster Charter review is provided to the Governments of Alberta and Saskatchewan.	2025 Q4	Council/Clerk	Ongoing discussions have been held with both provinces. Both provinces are committed to competing discussions and updating the Charter in 2022.
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.
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.



## 3.2 MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.1 Infrastructure Growth

Goal: To prepare infrastructure for a growing city				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Prepare the City's Asset Management Plan so it focuses on City priorities.	Capital asset management planning provides accurate knowledge of future need. Develop a plan fund and support existing and new public assets required to support public services.		
b)	Plan for the replacement of the Centennial Civic Centre arena.	The community is deeply engaged in the planning, funding, and amenity-choices for a new arena.		
c)	Create a self-supporting utility model.	Utility rates are properly self-supporting and equitable; and citizens understand them.		
d)	Encourage development in the City's downtown.	More events are held in downtown Lloydminster. The community gets engaged in how to best enhance downtown. Infrastructure is available to meet the needs of a growing downtown. Funds are available to downtown building owners and businesses so they can upgrade their buildings.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022
a)	A feasible 10-year capital and operating asset management expenditure plan is in place.	2022 Q4	OPS/CFO	Introduced the 10-year Capital plan to public Q4 2021 for the 2022 budget presentation, will work with managers through the 2023 budget process to review the plan and ensure it is realistic for the budget presentation Q4 2022.
a)	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.
a)	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.
b)	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 engagement have started.

c)	Policies and bylaws support a sustainable utility model.	2025 Q4	OPS/CFO	Currently utilizing the Waterworth software to review utility rates. Establishing a water rate for Alberta Central East Water Corporation and SaskWater early Q2.
c)	Residents indicate they understand the utility model the City has chosen to enact.	2025 Q4	COS	Data not yet available.
d)	Implement the Downtown Area Redevelopment Plan (DARP) and complete the short-term goals (0-5 years). Design for City infrastructure including underground and surface works is completed.	2024 Q4	CM/OPS	Downtown Area Redevelopment Committee (DARC) formalized. Implementation prioritized. Event grant launched. DARC Open House held April 7, 2022. 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 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.

## 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
a)	Council chooses options for future arterial road networks.	2023 Q4	Council/OPS	No update at this time.
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 acceptance in Q2 2022.
b)	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 completing the feasibility assessments, and Master Plan recommendations.
c)	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.
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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.		
e)				
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022
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.
b)	Parks Master Plan is established.	2024 Q4	OPS	Anticipate funding for the Parks Master Plan to be included in a future capital budget.
b)	Redevelopment and planning for the outdoor 'Heritage Park' at Weaver Park and future planning for the long-term Lloydminster Museum and Archives.	2022 Q4	CDS	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.
b)	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.
c)	Wayfinding signs and system are updated or replaced.	2023 Q4	CM/OPS	Airport Wayfinding updated using PrairieCan Grant.

d)	Complements on the City's beautification are received through online platforms and available visitor resources.	2025 Q4	COS	Data not yet available.
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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
a)	Look for opportunities to be leaders in environmental management.	2025 Q4	OPS	Environmental Services is investigating opportunities and future initiatives to be implemented.
a)	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.
b)	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 securing the services of a qualified consultant.
b)	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.

### 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
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.
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.
c)	The introduction of new businesses leads to increase 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.



## 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
a)	Council hosts a regional partners' economic development symposium.	2023 Q4	Council/CM	Inaugural Economic Development Breakfast held May 2022.
a)	Business retention program is developed and implemented.	2024 Q4	CM	Business Retention Specialist hired in 2021. Business Retention and Expansion program in draft format.
b)	An annual economic benchmarking exercise is begun.	2023 Q4	CM	Annual Business Survey continues using information gathered to build benchmarks.
c)	Local businesses report a shop local campaign is successful.	2024 Q4	CM	Think Lloyd First movement continues. Education and prompting the importance of local economy. Development of Think Lloyd First 'Best In Business' Awards in draft form. Partnership with Discover Lloydminster campaign.

d)	Lloydminster is represented in at least three relevant trade shows or conferences each year.	2025 Q4	CM	Land Division attended the Saskatoon Homestyle Show March 2022. Economic Development attended the Innovating Commerce Serving Community (ICSC) conference in March 2022. Think Lloyd First attended Rogers Hometown Hockey March 2022 hosted by the City of Lloydminster.
e)	All homes and businesses in Lloydminster have access to reliable broadband internet service.	2023 Q4	CM	Telus and SaskTel continue Broadband installation spring 2022.
e)	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.

### 3.4 PROVIDING A SAFE COMMUNITY – 3.4.1 Social Services

Goal: To build a strong sense of community				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		
a)	Define the City’s areas of responsibility in the delivery of services to the community.	The City, service-delivery organizations, and citizens agree on how best to meet the social needs of citizens.		
b)	Focus on partnerships to effectively provide necessary services to a diverse population.	A Social Policy Framework identifies current needs, projected needs, and how to work with community groups to fill gaps.		
c)	Respond to the Truth and Reconciliation Commission’s Calls to Action.	Indigenous people feel welcome in Lloydminster.		
d)	Encourage a spirit of volunteerism that encourages citizens to help fellow citizens.	Work with community groups to determine whether a volunteer network or centre is needed.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022
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.
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.

b)	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>
c)	Indigenous people feel meaningfully engaged in life in Lloydminster.	2024 Q4	CDS	<p>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.</p>
d)	Council decides on next steps in formalizing a virtual and/or real volunteer centre.	2024 Q4	CDS	<p>City became a Volunteer Connector regional partner at the end of 2020.</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 neighbourhood level.	Residents report a sense of belonging, support, and connection in their neighbourhoods.		
b)	Explore how best to respond to emergencies from a regional perspective.	Joint emergency management exercises provide confidence that incidents can be appropriately responded to regionally. Centralization of emergency management services under municipal control is explored.		
c)	Equitable funding for police services.	Funding from both Alberta and Saskatchewan governments allows for appropriate policing service levels.		
d)	Ensure that Lloydminster Emergency Services meet the needs of the community.	The minimum amount of personal injury and property damage is experienced by Lloydminster citizens and businesses.		
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022
a)	The Neighbourhood Connector program initiative is incorporated into City programs.	2022 Q2	CDS/Clerk	Researching other community models.
b)	Emergency Management Memorandums of Understanding (MOUs) are signed with regional partners.	2023 Q2	Clerk	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.
c)	The RCMP funding agreement is fully funded by both provincial partners.	2024 Q4	Clerk	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.
d)	Citizens are very satisfied or satisfied with the response to City-controlled emergency services. *	2025 Q4	Clerk/COS	Data not yet available.

\*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
a)	Housing needs assessment is updated.	2023 Q4	CDS	Gathering initial information in the Social Needs Assessment.
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.
b)	Continue to assist with removing barriers to City Recreation and Culture services.	2024 Q4	CDS	Updated Recreation Access Policy. 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.
b)	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.
b)	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.