

2022-2025

STRATEGIC PLAN



LLOYDMINSTER

MESSAGE FROM CITY COUNCIL

It is our great pleasure to present the City of Lloydminster's updated Strategic Plan that will guide our community's progress over the next four years.

In March of 2021, members of Council, along with senior City staff, met to identify a strategic direction for our community and set clear priorities to advance the community.

Within this document, you will find a plan summary that outlines a new vision for Lloydminster's future and speaks to the strategies we will take to ensure that our community is prepared for growth.

In addition to identifying new priorities that reflect current realities, Council also revised Lloydminster's Vision and Mission statements, which describe how Council and Administration will achieve our collective goals.

Aligned with these vision and mission statements are a series of goals and strategies to help Council and Administration ensure Lloydminster's sustainable and successful future. Included in this document are short and long-term goals that Council prioritized based on importance, timeliness and opportunity.

This plan was created with the full knowledge that the economic and political landscape is always changing, and with awareness of significant public-health issues at play. We, as your municipal leaders, understand that our city will need to be flexible in adapting to what lies ahead.

In the spirit of commitment, we invite our citizens to review this strategic plan and to provide feedback and comments about our plan for the future of Lloydminster.

Sincerely,

Mayor Gerald Aalbers on behalf of City Council

INTRODUCTION

Building upon the previous four-year strategic plan initiated in 2017, your Lloydminster City Council has adopted a series of goals and strategies to support the City of Lloydminster in setting short and long-term priorities that will shape the community for generations to come.

This document is a summary of the updated strategic plan and is intended to provide residents, businesses and other stakeholders with a high-level overview of this Council's vision for the future of Lloydminster.

Once Council has set the City's strategic direction, Administration is able to build plans that carry out Council's vision. Examples of Administration's plans that follow from this Strategic Plan may include operational plans, recreation master plans, and capital plans, among others.





VISION, MISSION AND VALUES

A key component of good governance is planning for a community's long-term health and sustainability. In looking towards the future, it is important your municipal leaders reach consensus on what the journey and destination looks like. With this in mind, City Council first decides on the city's ideal future (Vision) and the general direction it will take to achieve that future (Mission).

VISION STATEMENT

Canada's border city, a welcoming community with opportunity for all.

A community's vision provides a long-term picture of where or what the community wishes to be or become. The vision also indicates what makes Lloydminster unique.

MISSION STATEMENT

Providing quality programs and services to the community.

A city's Mission answers a question about what business the community is in. It lets readers know what Lloydminster does and who benefits. This mission statement is based on key ideas about how Council will achieve its vision.

VALUES

The values expressed here are the guiding principles that help determine how the city will behave, both in public and privately.

ACCOUNTABILITY

We represent the citizens of Lloydminster and we recognize they are the reason the City exists. We will govern responsibly, providing exceptional value in our service.

DIVERSITY

Our community is home to many people, families and groups that represent the best of what Canada has to offer. As a city, we benefit from the engaged contributions of all.

INNOVATION

We will take a creative and forward-thinking approach to decision-making with the future of our community in mind.

RESPECT

We value the contributions of everyone, based on the shared desire to succeed as a city. As such, we will continue to build a community in which people feel safe and are safe.

TRANSPARENCY

We are accountable to those we serve. We will ensure municipal information is readily accessible to our citizens and seek opportunities to engage them in key decisions.

SUSTAINABILITY PILLARS

The City of Lloydminster has embarked on this strategic plan with the focus on five Pillars of Community Sustainability: Governance, Culture, Social, Economy and Environment.

GOVERNANCE

Governance includes the election process, management of resources, development and implementation of public policy, and the establishment of mechanisms through which citizens engage and interact with Council.

CULTURE

Shared values, cultural and recreational activities that reflect the diverse traditions, customs, values, heritage identity and history of Lloydminster.

SOCIAL

Health, well-being, safety and quality of life for individuals, families and the community,

ECONOMY

Achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. It includes employment, income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.

ENVIRONMENT

Community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems, the state of the built environment and the services that support it.

KEY PRIORITIES

The four areas following represent this Council's areas of key focus over the 2022-2025 term.



DELIVER GOOD GOVERNANCE

Council is committed to the continued provision of responsible, fair and transparent governance. Council will sustain the delivery of quality municipal services through prudent management of assets, retention of quality staff and informed investment designed to minimize burden on ratepayers and enhance community services.

MANAGE OUR ENVIRONMENT AND INFRASTRUCTURE

Council is committed to supporting long-term growth and environmentally sustainable services through strategic investment in new and existing infrastructure. Council will ensure residents have access to attractive, functional public spaces, including roadways, parks and public facilities by matching available resources to stakeholder-driven priorities.

BUILD ECONOMIC RESILIENCE

Council is committed to enhancing economic vibrancy in Lloydminster and surrounding region by promoting Lloydminster as a destination for investment. The City of Lloydminster will work collaboratively with new and existing businesses to understand market challenges and seize opportunities that support long-term community prosperity.

PROVIDE A SAFE COMMUNITY

Council is committed to building a safe and inclusive community, beginning with a heightened understanding of the city's social landscape. Council acknowledges the rich and diverse composition of the Lloydminster community and will seek opportunity to enhance the flow of key information and resources between community stakeholders. Additionally, Council will ensure the availability of enforcement and emergency resources to uphold the safety of persons and property.

SETTING THE STAGE FOR A STRONG, PROSPEROUS LLOYDMINSTER

With the 2022-2025 Strategic Plan setting the course, Council and Administration will work toward achieving the priorities outlined in this plan.

Through development of this plan, Council and Administration acknowledge the environment in which the City operates is ever-changing; therefore, the City's plans must be somewhat malleable to ensure the community's current needs are met.

For more information on the 2022-2025 Strategic Plan, or to view past strategic plans, please visit lloydminster.ca/strategicplan.



LLOYDMINSTER

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2022-2025 Strategic Plan

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

Review Date:



Introduction

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

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

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

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

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

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

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

Instruction

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

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

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

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

3.1 DELIVERING GOOD GOVERNANCE – 3.1.1 Effective Government

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

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

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

DELIVERING GOOD GOVERNANCE – 3.1.2 Internal Capacity

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

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

DELIVERING GOOD GOVERNANCE – 3.1.3 Legislative Compliance

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

3.2 MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.1 Infrastructure Growth

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

MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.2 Efficient Transportation

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

MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.3 Parks and Beautification

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

MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.4 Environmental Progressive

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

3.3 BUILDING ECONOMIC RESILIENCE – 3.3.1 Regional Perspective

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

BUILDING ECONOMIC RESILIENCE – 3.3.2 Business Attraction and Retention

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

3.4 PROVIDING A SAFE COMMUNITY – 3.4.1 Social Services

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

PROVIDING A SAFE COMMUNITY – 3.4.2 Community Safety

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

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

PROVIDING A SAFE COMMUNITY – 3.4.3 Use of Space

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