
2022-2025 Strategic Plan

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

Review Date: May 2023



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 2022 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	Status/Update - May 2023
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.
b)	Technology supports the virtual hosting of meetings in City buildings.	2022 Q4	Clerk	Council chambers completed in 2021, remote access point improvements planned for 2022.	Completed in 2021.
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.
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 Municipality of Wilton in Q2. Council to meet with the Towns of Maidstone, Lashburn and Marshall in Q2. Council meeting with Lakeland College Board in June.
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.	Administration continues to offer support to customer service staff in addressing difficult or complex situations by providing key messaging, updated information, and behavioural guidance to support positive customer interactions. The City also continues to enhance online tools and information to allow customers to self-inform or self-serve before visiting a City facility.
e)	City implements recommendations from the LEAN process review.	2023 Q4	CM	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.	Economic Development and Land Division completed Lean process, establishing a triage exercise specifically for the site selection process. Year three is finalizing the 3-year journey of 24 projects being completed within the Lean process. Project to be finalized in Q4.
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.	Social Needs Assessment completed, and community priorities were identified. These issues will be addressed through community partnerships utilizing the Social Policy Framework.
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.	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.
f)	Embrace/Enhance the digital technology improvements learned through the pandemic.	2024 Q4	CM/Clerk	Currently reviewing IT technology for areas of improvement, governance document, and opportunities for efficiencies. However, currently taking advantage of online learning, virtual	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 process of updating the Community Profile, launching

				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.	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.
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.	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.

**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 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
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.
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.	Recreation has started working on identifying customer sources. Will be reviewed in the 2024 budget process. Utilities have also reviewed customer base. 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	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.	Will be reviewed in the 2024 budget process.

c)	Enterprise Resource Planning (ERP) recommendations reviewed for implementation. Consider digital technology to enhance City wide programs and services.	2022 Q1 (Ongoing)	Clerk	Chief Information Officer/IT Director hired. IT architecture mapping project completed and survey for 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.	Steering Committee established.
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.
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 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.
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.
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.	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 established as well as under and over levy calculations.

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
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.	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.
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.
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.

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	Status/Update - May 2023
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.	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.
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.	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.
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.	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.

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 engagements have started.	Council approved the project at the April 24, 2023. Council meeting with construction slated to begin mid Summer 2023. For full project details visit: https://www.lloydminster.ca/en/recreation-and-culture/lloydminster-place.aspx .
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.	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.
c)	Residents indicate they understand the utility model the City has chosen to enact.	2025 Q4	COS	Data not yet available.	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	<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 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>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.</p> <p>Conceptual designs associated with the entire Central Business District incorporating the DARP initiatives has been completed and will form the baseline from which all future designs are derived from.</p> <p>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.</p>

					<p>Downtown Area Redevelopment Committee rollout and implementation includes:</p> <ul style="list-style-type: none">• Continual engagement via newsletter, community presentations, Streetfest, business visitations, and downtown walkabouts.• 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 Grant Program roll out.• \$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
a)	Council chooses options for future arterial road networks.	2023 Q4	Council/OPS	No update at this time.	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.	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 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.
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 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.

				consultant to assist the City with completing the feasibility assessments, and Master Plan recommendations.	Project is anticipated to be complete in Q2/Q3 2023.
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.	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.

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
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.
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.
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.	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.
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.	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).
c)	Wayfinding signs and system 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.

d)	Complements on the City's beautification are 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.
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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
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.
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.	Investigation is on-going.
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.	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 expected to be completed in April 2023. Installation of Ultraviolet System and Lime System is scheduled for Q3 2023.
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.	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.

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
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
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 end of May. Will be part of regional discussions occurring in 2023.
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.	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.

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
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 21 st Annual Business Education Conference.
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.	Anniversary and major milestones acknowledged with business visitation and gift/card from Mayor. Business Retention Specialist term position filled March 2023, onboarding, and training.

b)	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
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.	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. In the 2022 Business Survey, 78% of those surveyed report they are aware of and satisfied with the Think Lloyd First (Shop Local) 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.	Lloydminster was represented at the following tradeshow and conferences: <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 - Agrivisions (Tradeshow and Conference) • February 2023 - Indigenous Business Gathering • March 2023 - Lloydminster and Region - Job Fair (Tradeshow) • April 2023 - EDA Conference • April 2023 - Agri-Forum

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.	Telus PureFibre build was completed Q4 2022. SaskTel introduced <i>infiNET</i> service in selected areas of Lloydminster, Saskatchewan, and will soon provide the service to all residents located on the Saskatchewan side of Lloydminster.
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.	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.

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	Status/Update - May 2023
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.
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.

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. 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>	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.
c)	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.
d)	Council decides on next steps in formalizing a virtual and/or real volunteer centre.	2024 Q4	CDS	City became a Volunteer Connector regional partner at the end of 2020.	17 organizations recruited to volunteer connector.

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	Status/Update - May 2023
a)	The Neighbourhood Connector program initiative is incorporated into City programs.	2022 Q2	CDS/Clerk	Researching other community models.	Neighbourhood Connector was launched in 2022. Six connectors were trained and recruited. Will continue to develop, evaluate, and improve in 2023.
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.	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.
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.	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 be to occur in Q3, 2023.

d)	Citizens are very satisfied or satisfied with the response to City-controlled emergency services. *	2025 Q4	Clerk/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.
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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
a)	Housing needs assessment is updated.	2023 Q4	CDS	Gathering initial information in the Social Needs Assessment.	Gathered information from Social Needs Assessment. Compiled recommendations. Preliminary meetings with community stakeholders to gather information for the Housing Needs Assessment and Strategy RFP in 2023.
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.
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.	Bioclean Aquatic Centre has purchased a new staircase to help mobility into the pool. PSM Lawyers Park Centre now has barrier free washrooms on the main entrance that are accessible at the east entrance for park goers. Updated signage at SSC from family washrooms to inclusive washrooms. Administration working to update the Barrier Free Policy in 2023.
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.	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.

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.	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.
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