

BYLAW NO. 02-2013

A BYLAW OF THE CITY OF  
LLOYDMINSTER IN THE PROVINCES  
OF ALBERTA AND SASKATCHEWAN TO  
ESTABLISH AN INTEGRATED  
COMMUNITY SUSTAINABILITY PLAN  
FOR THE CITY OF LLOYDMINSTER.

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WHEREAS THE COUNCIL OF THE CITY OF LLOYDMINSTER, in accordance with the Lloydminster Charter, has caused to be prepared an Integrated Community Sustainability Plan to provide guidance in planning and development of a sustainable Lloydminster;

AND WHEREAS City Council now deems it advisable to adopt the said Plan;

NOW, THEREFORE, the Council of the City of Lloydminster in the Provinces of Alberta and Saskatchewan hereby enacts as follows:

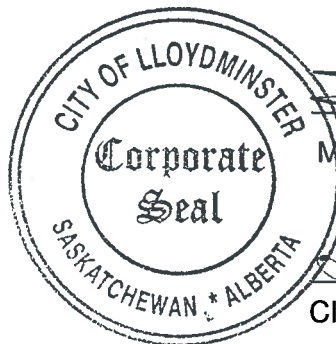
1. This Bylaw shall be known as "The Integrated Community Sustainability Plan Bylaw";
2. The City of Lloydminster hereby adopts as an Integrated Community Sustainability Plan the document contained in Schedule "A" as attached to this bylaw entitled, "Integrated Community Sustainability Plan".

**This bylaw shall come into force and effect upon the final passing thereof.**

INTRODUCED AND READ a first time this 10<sup>th</sup> day of June, 2013, A. D.

READ a second time this 22<sup>nd</sup> day of July, 2013, A. D.

READ a third time this 22<sup>nd</sup> day of July, 2013, A. D.



  
MAYOR

  
CITY CLERK

Schedule "A"  
Bylaw 2-2013



## Integrated Community Sustainability Plan



2013





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1.0

INTRODUCTION









# 1.0 INTRODUCTION

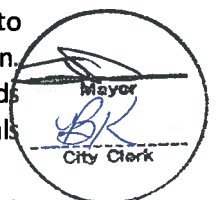
## 1.1 What is an Integrated Community Sustainability Plan?

An *Integrated Community Sustainability Plan* (ICSP) is a long-term, systems-based framework from which solutions to complex sustainability challenges can emerge. The plan encourages the citizens of Lloydminster to embrace a vision of sustainability that recognizes nature's limits. An ICSP is also a process. It is an integrated decision-making framework which stresses involvement and collaboration between different community sectors. The ICSP also identifies actions which require ongoing monitoring and evaluation of implementation and progress.

The Lloydminster ICSP recognizes that in order to pursue a sustainable lifestyle, communities are increasingly tasked with seeking solutions to complex challenges such as climate change, economic and ecosystem decline and land degradation. These possess an extensive range of causal factors which are highly interrelated and cannot be addressed in isolation.

Lloydminster's approach to sustainability reiterates the vision for Lloydminster by 2032 stated in the *Lloydminster Municipal Development Plan* (MDP) which becomes a single lens from which to assess the goals, objectives and strategies needed to realize Lloydminster's sustainability vision. Goals describe the sustainable city that Lloydminster strives to be. Objectives indicate what needs to be accomplished, while strategic actions refer to a plan of action designed to achieve the goals and objectives.

Initial ideas about how to measure success are discussed in Section 12.2 "Are we there yet?" A successful ICSP requires community involvement and political will, both for leadership as well as





the commitment of resources necessary to accomplish the vision. The benefits of an ICSP include an enhanced capacity to meet community needs, the ability to manage change more effectively, more effective policy development, greater community cohesion, stronger regional links and a greater ability to stay relevant.

## 1.2 Why Do We Need An Integrated Community Sustainability Plan?

The requirement to develop an ICSP originated from the *Government of Canada's 2005 New Deal for Cities and Communities* and its associated *Gas Tax Agreement*. The program's intention was to encourage environmentally sustainable municipal infrastructure investment and long-term sustainability planning through the provision of gas tax revenues to municipalities. Environmentally sustainable infrastructure was defined as that which results in cleaner air, cleaner water and lower green house gas emissions.

Through investment in environmentally sustainable infrastructure, municipalities can save significant money over time through reduced energy and waste management costs. Sustainability planning helps communities gain insight into their long-term goals for success – the goals then shape and inform investment and infrastructure decisions, while avoiding the potential pitfalls of short-term solutions.

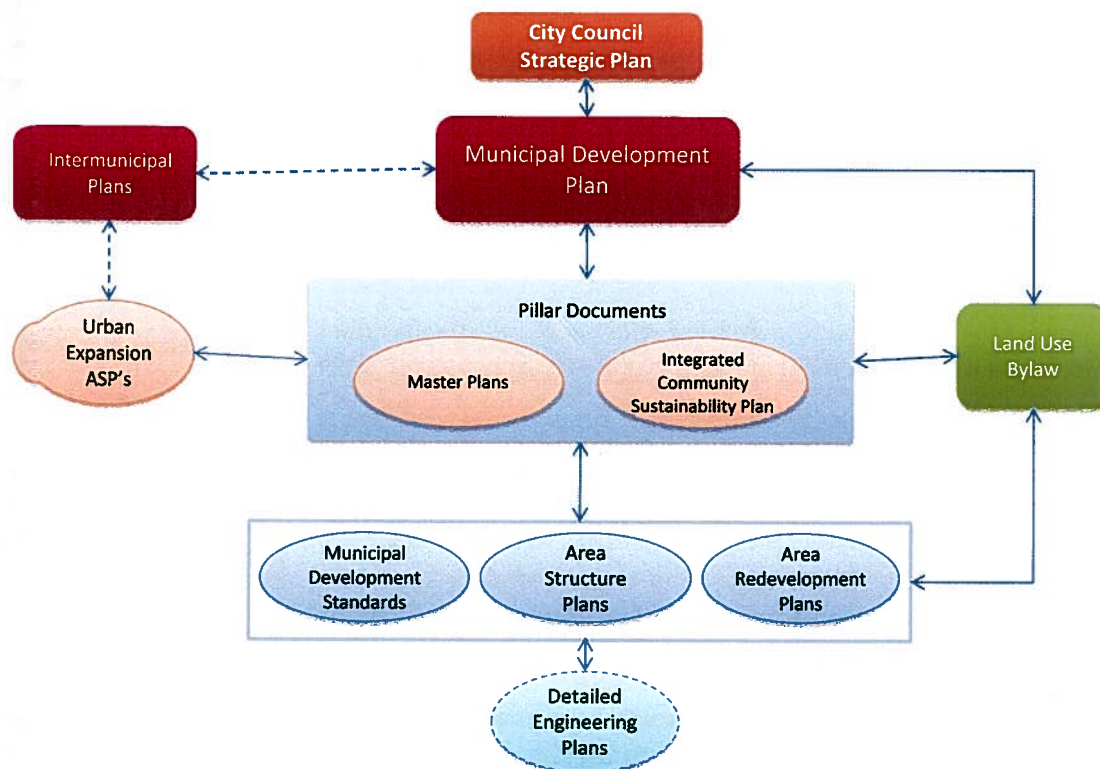
Sound decisions about long-term investments are a result of informed and participatory processes where sustainability is achieved through a series of integrated approaches that produce multiple impacts and benefits. Creating a plan for a more sustainable and successful community is an important public engagement initiative. It requires understanding about the trade-offs arising from those decisions and making choices that reflect their values and priorities.

## 1.3 How does the Integrated Community Sustainability Plan Align with Lloydminster's Other Plans?

Lloydminster's *Municipal Development Plan* (MDP) is influenced by the guiding vision of *City Council's Strategic Plan* and supported by two integrated and complementary pillar documents, one of which is the *Integrated Community Sustainability Plan* (ICSP). *Figure 1: Hierarchy of Planning Documents* depicts the hierarchical relationship between planning documents.



**Figure 1: Hierarchy of Planning Documents**



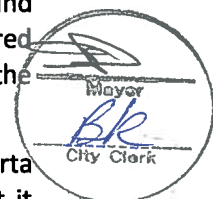
These pillars are the: (1) *Master Plans*, which typically include storm water, water, sanitary and transportation planning; and (2) the *Integrated Community Sustainability Plan* (ICSP), which considers social, cultural, environmental, recreation, economic and governance imperatives to meet sustainable community development.

Collectively these documents guide and support the decision making of City Council and the City's internal departments. The ICSP and *Master Plans* work in association with each other to guide alignment with other plans, policies and decisions, while integrating with the MDP and making the link with *Area Structure Plans* (ASP), *Municipal Development Standards* and *Area Redevelopment Plans* (ARP).

## 1.4 How the Integrated Community Sustainability Plan was Prepared?

The preparation of Lloydminster's ICSP is part of the e<sup>4</sup> Lloydminster process to review and update its *Official Community Plan* (OCP), referred to as *Plan Lloydminster (Bylaw 30-2000)*. Prior to the preparation and adoption of the *Municipal Development Plan* (MDP) in accordance with Alberta's *Municipal Government Act* (MGA), the City of Lloydminster had in place an *Official Community Plan* (OCP), *Plan Lloydminster* which was prepared in accordance with the Saskatchewan *Planning and Development Act, 2007* (PDA). Lloydminster's e<sup>4</sup> approach means engage, energize, execute and evolve: engage the public and stakeholders, energize the momentum to excel, execute shared goals and evolve to be a municipality we envision. The ICSP was developed in concert with the MDP so they align with each other.

There is no single, prescribed manner of developing an ICSP. The 2005 Canada - Alberta Agreement, which required that municipalities develop an ICSP, did not define the form that it must take. Instead, communities develop their ICSP in a manner that fits their specific context and needs. However, the *Alberta Urban Municipalities Association* (AUMA) provides a template



developed in partnership with the nonprofit organization *The Natural Step* for communities to take their first step towards more comprehensive, strategic and long-term sustainability planning.

*AUMA's Municipal Sustainability Planning Guidebook* outlines five phases to the development of an ICSP. These phases consist of structuring the planning process; defining the vision statement, which is the community's shared definition of success; determining strategy areas that move you towards your vision statement; generating and prioritizing initiatives and investments, and ongoing monitoring. Lloydminster followed a similar process to the one suggested by the AUMA, tailored to meet the expectations of the e<sup>4</sup> Lloydminster process.

### **Phase 1: Project Initiation**

An Advisory Committee was formed to provide input at key milestones in the process. The scope of Lloydminster's ICSP was defined in Phase I of the e<sup>4</sup> Lloydminster process.

### **Phase 2: Vision / Sustainability Dimensions**

In Phase 2, the sustainability dimensions suggested by the AUMA template were adopted. These dimensions are: environmental, economic, social, cultural and governance. Then, the community's definition of sustainability was identified. This definition was aligned with the sustainability dimensions and the Vision for Lloydminster outlined in the MDP for overall coherence and consistency.

### **Phase 3: Preparation of Plan**

In Phase 3, goals, objectives and strategies were determined based on the identification of opportunities and challenges identified through the e<sup>4</sup> Lloydminster process, the policy direction from the MDP, *City Council's Strategic Plan* and *Master Plans*. At instances, relevant goals, objectives and strategies contained in these plans are restated and referenced in the ICSP to provide a complete picture of Lloydminster sustainability approach.

### **Phase 4: Final Plan / Adoption**

In Phase 4 the ICSP was reviewed and adopted by City Council.

Progress will be monitored and actions implemented, after the plan is adopted. New actions will be agreed upon and prioritized on a regular review basis, furthering the adaptability and flexibility of the plan.

## **Community Consultation**

### **Vision Building Workshops**

A Vision Building Workshop was held on March 1<sup>st</sup>, 2011 with the Advisory Committee. The purpose was to identify a shared vision and strategic priorities for the City of Lloydminster and identify Strategic Priorities to achieve that vision.

### **Open House #1 on the Municipal Development Plan Sustainability Strategies:**

An Open House was held on June 6<sup>th</sup>, 2011 at Lloydminster City Hall to review the Vision Statement and proposed Sustainability Strategies. The Open House allowed stakeholders and the community to view displays, discuss the project with the Consulting Team and City Administration, and complete a comment form.

### **Community Satisfaction Survey**

Banister Research & Consulting Inc. conducted a telephone survey of 400 City of Lloydminster residents regarding services provided by the City and the ICSP in June and July, 2011. The survey provides a measurement of the opinions and perceptions held by citizens regarding the City of Lloydminster. To begin, respondents were asked to rate the overall quality of life in the City of



Lloydminster. Ninety-one percent (91%) of respondents rated the quality of life as good overall (ratings of excellent, very good, and good). Respondents were asked a series of questions regarding the ICSP. The majority of respondents (81%) stated they were not aware of the plan, with only 18% indicating they were aware.

**Public Engagement Session on the Municipal Development Plan and Integrated Community Sustainability Plan:**

A Public Engagement Session was held on November 8<sup>th</sup>, 2012 at Lloyd Mall to present the draft MDP and ICSP.

**Council Meeting to Adopt the Plan:**

A Public Hearing was held on July 22<sup>nd</sup>, 2013 at Lloydminster City Hall for final adoption of the ICSP.

## 1.5 How is the Integrated Community Sustainability Plan Organized?

Lloydminster's ICSP is structured to move from the broad to the specific, framing an overarching statement of a preferred future within both a global and local context, before progressing into more detailed actions. This ICSP has been organized into four parts.

**SECTION 1.0 INTRODUCTION** provides an overview of the ICSP, including its purpose, its role within the larger hierarchy of municipal planning and policy documents, and the process of its creation.

**SECTION 2.0 A VISION FOR SUSTAINABILITY** gives a brief overview of the global and national drivers from which the urgency for municipalities to commit to an ICSP arise. The sustainability dimensions applied in the ICSP are explained. The means by which sustainability will be achieved is discussed.

**SECTIONS 3.0 TO 11.0** examine Lloydminster's baseline based on the feedback received from the Community Satisfaction Survey and Sustainability Strategies. Topic areas are: land use and sustainable development; natural areas, parks, recreation, open space and trails; transportation systems; solid waste; water; energy efficiency; arts, culture, and heritage; health and wellness; and governance and partnerships.

**SECTION 12.0 IMPLEMENTATION AND MONITORING** describes the means by which implementing, monitoring and amending the ICSP will occur.









2.0

A VISION FOR SUSTAINABILITY









# 2.0

## A VISION FOR SUSTAINABILITY

### 2.1 A Global Vision for Sustainability

The last half century has brought significant environmental change and the next half century is projected to bring significantly more. It is the speed and nature of current environmental changes which is cause for deep concern.

The structure and functioning of the world's ecosystems have changed more rapidly in the second half of the twentieth century than at any other time in human history.<sup>1</sup> Ecosystems provide innumerable and invaluable services to human society including filtering our water, inhibiting erosion, controlling costly floods, modulating weather, capturing and storing carbon and treating our wastes. These services affect the food we eat, the water we drink and the air we breathe. The Millennium Ecosystem Assessment found 15 of the 24 ecosystem services evaluated to be being degraded or used unsustainably.<sup>2</sup> Ecosystem services that have been degraded over the past 50 years include capture fisheries, water supply, waste treatment and detoxification, water purification, natural hazard protection, regulation of air quality, regulation of regional and local climate and regulation of erosion.

The dawn of the industrial revolution has also affected the climate system with the significant release of greenhouse gases. The impact of this has been a strengthened greenhouse effect and



<sup>1</sup> Millennium Ecosystems Assessment, 2005 *Ecosystems and Human Well-Being: Synthesis*. Washington, DC: Island Press, 26.

<sup>2</sup> United Nations Environment Programme, 2009. *Ecosystem Management Programme: A New Approach to Sustainability*. Nairobi, Kenya: United Nations Environment Programme, 2.



shifts in the energy balance of the climate system: climate change. Human activity has significantly altered the climate, resulting in current and anticipated impacts across Canada and the rest of the world. These include increased frequency and severity of weather events including heat waves, floods, coastal storm surges, loss of northern sea ice, rising sea levels and ocean acidification. In addition to their impact on natural system, these impacts have serious implications on social and economic systems as well, for example the impact of water shortages on agriculture, or the increased susceptibility of forests to fire.

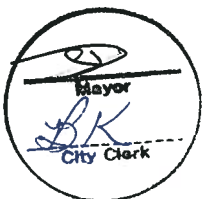
These changes are impacting our communities. The above changes will impose great challenges on municipalities many of which are already evident, including water shortages and drought, damaged infrastructure and the increasing dangers of floods and fire.

Ecosystems provide services of great value to municipalities. These services cannot be provided if we overload them beyond their carrying capacity. We can measure the load we impose on nature by measuring our ecological footprint. The footprint is a measure of the amount of biologically productive land and sea area required to sustain current resource consumption levels and wastes discharged, by that population. It is often described as a theoretical glass dome that would contain all of the land area necessary to support the population at its current consumption levels. Municipalities require a significant area of land from which to draw resources and meet their population's needs; their glass dome would expand far in excess of their municipal boundaries.

We do not have enough biological capacity on our planet to sustain current levels of consumption. If we were to divide all biologically productive land and sea amongst the global population, there would be 1.8 hectares per person, on average. The average Albertan's ecological footprint is 9 hectares and is forecasted to reach 12 hectares by 2025.<sup>3</sup> This is 21% larger than the Canadian average. By this measure, for everyone to consume at the level Albertans do, we would need five planets. Committing to reductions in our footprint is both realistically achievable and essential to living within our means. Ecological footprint analysis gives us a measurable baseline from which we can set a target for improvement.

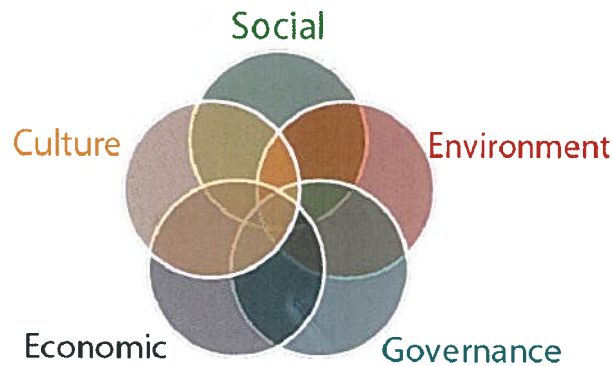
## 2.2 Sustainability Dimensions

Though its origins are many, sustainable development is most often associated with the United Nation's 1987 Brundtland Commission Report definition: "development which meets the needs of the present without compromising the ability of future generations to meet their own needs." *Figure 2: Sustainability Dimensions* concept represents the world into the confluence of social, economic and environmental parts so that the impact of each dimension on the other can be better understood. Connecting social economic and environmental with governance and cultural enables communities to engage in comprehensive planning for present and future generations.



<sup>3</sup> The Pembina Institute, 2005. *Ecological Footprint: GPI Indicator Summary*. Toronto, ON: The Pembina Institute, 1.

**Figure 2: Sustainability Dimensions**



Consistent with the AUMA and the broader literature on community sustainability, Lloydminster’s ICSP uses these five sustainability dimensions as overlapping lenses from which to view and disseminate connected ideas, and more effectively plan long-term.

The dimensions are also consistent with the 2005 Canada Alberta Agreement on the transfer of federal gas tax revenues under the New Deal for Cities and Communities 2005. The bill includes environmental, cultural, social and economic dimensions directly in the definition of the ICSP, while also emphasizing the need for inclusive governance.

The inclusion of a governance dimension also follows the lessons learned in ICSP development and application to communities all over Canada. A collaborative approach consisting of citizens with shared intention and commitment provides a much stronger probability that the ICSP, and planning generally, will have lasting results.

### 2.3 Sustainability for Lloydminster

Sustainability at its root means the ability to be maintained over time, economically, socially, culturally and environmentally with active engagement of its citizens. This does not necessarily mean static or unchanging. Interconnected systems experience cycles of growth and decline over time, and yet support the overall maintenance of the whole.

Sustainability is also concerned with the rate of renewable and nonrenewable resource consumption. For sustainability to be met, the rate of renewable resource consumption must not exceed the rate of natural replenishment. In the case of nonrenewable resources, which cannot be replenished on human timescales, consumption must be declining at a rate greater than or equal to the rate of depletion to avoid resource collapse.

It is important to capture the social, cultural, economic and governance aspects in defining sustainability as well. Equity in access to basic needs, opportunity and civic participation should be expressed, as well as the need for vibrant communities with strong social cohesion. The essence of these are captured in quality of life. The achievement of an improved quality of life for future generations rests on the responsible practices of the generations that precede them, and thus the need for long-term planning approaches is further reinforced.

While there is difference amongst definitions, five themes arise which form the basis of the five dimensions of sustainability applied to the ICSP framework used here: cultural, social, environmental, economic and governmental.

A global vision of sustainability provides the context, trends and drivers from which Lloydminster’s approach to sustainability is derived and is reiterated in the vision for Lloydminster by 2032 stated in the MDP.



## 2.4 Achieving the Vision for Lloydminster by 2032

*Figure 3: Lloydminster's Integrated Community Sustainability Plan Framework* illustrates the ICSP process. It describes a process of ongoing change towards sustainability. Working backwards from the vision for Lloydminster in 2032 to the present, the key community systems required to achieve the vision are presented in nine key sustainability areas through goals and objectives, strategies and a description of current reality.

**Figure 3: Lloydminster's Integrated Community Sustainability Plan Framework**



To measure progress and determine appropriate actions we require an understanding of Lloydminster's current reality. The e<sup>4</sup> Lloydminster process and the Community Satisfaction Survey contributed to the identification of opportunities, challenges and areas of action to achieve our description of success. Each key strategy area of the ICSP contains goals and objectives derived from the five dimensions of sustainability.

The Community Satisfaction Survey revealed that over half (51%) of respondents were committed to a more sustainable future for Lloydminster. Other findings are summarized as follows:

- When asked about their vision for Lloydminster over the next 20 years, respondents most often mentioned areas related to economic development, health and wellness, and transportation systems.

The three features of Lloydminster perceived to be of most value to respondents related to community health and wellness, including safety and friendly people; good economy; and services; and parks, recreation and open space.

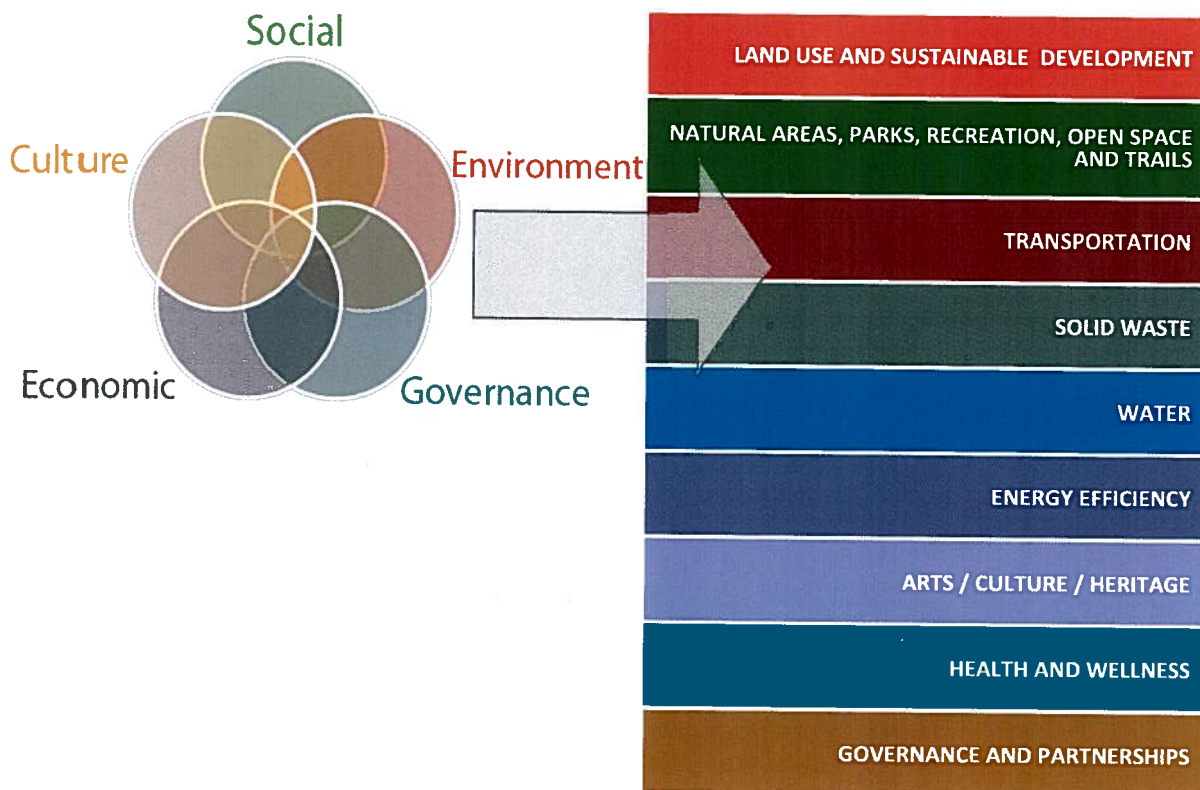


- When asked to name three challenges facing the City, respondents most often identified inadequate transportation systems such as lack of roads and public transit; challenges related to health and wellness; and economic development issues related to growth and infrastructure.
- The three most important improvements that respondents felt Lloydminster needed were in the areas of transportation; health and wellness; and parks, recreation and open spaces.
- When asked about the types of 'green' initiatives that the City of Lloydminster should pursue, respondents most often stated natural areas, park, recreation, open spaces and trails; and solid waste management.

Between today's current reality and the community's shared vision of the future, exists a gap to be bridged. Short-term, medium-term and long-term actions must be generated to bridge that gap. Complementary actions, strategies and initiatives will give the ICSP its great flexibility and resilience in moving towards the vision while adapting to new circumstances and contexts.

Figure 4: Lloydminster's Integrated Community Sustainability Plan Key Sustainability Areas demonstrates Lloydminster's ICSP uses five sustainability dimensions as overlapping lenses from which to view and disseminate connected ideas, and more effectively plan long-term. Together, these dimensions form a single lens from which the nine key sustainability areas are viewed. Each area in the ICSP report contains a description of its success and actions designed to reach that success. Strategic actions were derived from Lloydminster's opportunities and challenges.

Figure 4: Lloydminster's Integrated Community Sustainability Plan Key Sustainability Areas











3.0

LAND USE AND  
SUSTAINABLE DEVELOPMENT





22



3.0

LAND USE AND  
SUSTAINABLE DEVELOPMENT

Complete neighbourhoods contain a mixture of land uses supporting sustainable development. When we mix residential, commercial and institutional uses, our daily amenities and services are always nearby. Quality of life improves when we can safely walk, bike or take a bus to work, school, daycare or the grocery store. A mix of housing types increase the accessibility and vibrancy of our neighbourhoods, while gathering spaces, like parks, squares and trails, integrate social leisure activities into our daily lives.

The result is greater efficiency and quality of life, fewer tax dollars spent on infrastructure like roads and pipes, less energy consumed and greenhouse gases released and less personal time spent travelling so we can spend more time doing the things we enjoy.

GOAL

*Lloydminster is a livable place, affordable, accessible to all ages and meets the diverse housing needs of its residents.*





## OBJECTIVE 3.1

To provide for land use patterns that support integrated and complete communities enabling them to meet their economic, social and environmental requirements over the long-term.

### STRATEGIC ACTIONS:

- 3.1.1 Works with developers, business owners and the public to accommodate growth of the City in a manner that supports active transportation, transit system, interconnected street patterns, open space systems and proximity to employment centres.
- 3.1.2 Explores and seeks out new ways of promoting mixed-use developments that include residential, commercial, office and other land uses.
- 3.1.3 Encourages and supports higher density development so land and existing infrastructure is used efficiently.
- 3.1.4 Plans Lloydminster's built environment in a way that a dispersed network of parks, open spaces and public squares, with linkages to a trail system is available to its residents, and it is easy to navigate with alternative transportation modes.
- 3.1.5 Continually strives to minimize adverse climatic effects by taking into account of local conditions; incorporating appropriate landscaping and properly orienting buildings.

## OBJECTIVE 3.2

To provide for complete and walkable neighbourhoods that are connected in a larger network.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 3.2.1 Ensures that developing and planned neighbourhoods are completed with respect to desired density targets (*The Lloydminster MDP, Policy 4.2.2, Long-Term Intensification Efforts*).
- 3.2.2 Directs future growth into new developing and planned neighbourhoods, with consideration for densities that support future transit use, neighbourhood level commercial uses and potential employment opportunities.
- 3.2.3 Promotes the orderly and efficient urban expansion to prevent premature subdivision and fragmentation of agricultural lands within areas designated for future urban expansion (*The Lloydminster MDP, Policy 11.2.2, Premature Fragmentation of Farmland*).



## STRATEGIC ACTIONS (continued):

- 3.2.4 Promotes streetscape improvements; neighbourhood commercial; multi-use trails and recreational amenities as a means of attaining complete communities in existing, developing and planned neighbourhoods (*The Lloydminster MDP, Policy 4.3.3, Complete Neighbourhoods*).
- 3.2.5 Encourages land uses that are compatible and complementary to surrounding transportation networks for ease of access.

### OBJECTIVE 3.3

To provide housing options that support a diversity of lifestyles, ages, incomes and abilities within integrated and complete neighbourhoods.

## STRATEGIC ACTIONS:

The City of Lloydminster:

- 3.3.1 Encourages higher dwelling densities in future residential developments (*The Lloydminster MDP, Policy 4.4.1, Residential Density for New Neighbourhoods*).
- 3.3.2 Works with developers and residents, encourages multi-family housing development in appropriate locations, while respecting resident concerns and market realities.
- 3.3.3 Evaluates potential strategies and incentives to support infill, intensification and smaller lot development.
- 3.3.4 Develops policies that encourage flexible and adaptive housing in new development and redevelopment projects, including secondary suites and garden suites in established areas and in new neighbourhoods.
- 3.3.5 Considers alternative neighbourhood design concepts where it can be demonstrated that economic, demographic or market forces call for a different neighbourhood form or size, yet suitably integrated with the overall land use concept and complies with other policies contained in *The Lloydminster MDP, Policy 8.1.2, Innovative Neighbourhood Design*.
- 3.3.6 Advances policies that permit and encourage live/work spaces and compatible commercial activities in new developments and redevelopment projects, and new dwellings where appropriate.
- 3.3.7 Advances policies and programs to increase the supply of attainable housing including incentives for attainable housing and the potential for public-private partnerships.



## OBJECTIVE 3.4

To develop neighbourhoods which possess strong sense of place, character, high quality public realms and a high level of livability.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 3.4.1 Investigates potential strategic frameworks and incentives in support of buildings with historic significance to Lloydminster. These could include adopting incentives for adaptive reuse and innovative renovations for both heritage preservation and greater density.
- 3.4.2 Explores opportunities to use character, performance and form-based design guidelines for unique, compact, mixed-use neighbourhood developments, particularly in established neighbourhoods and ensure sensitive and compatible redevelopment in older residential areas.
- 3.4.3 Promotes through its land use policies and the *Land Use Bylaw* (LUB) the development of mixed-use urban villages, including:
  - 1. An entertainment-focused mixed-use area, to include commercial uses such as shops, restaurants, hotels and higher density residential units which also takes advantage of existing and new employment areas as well as the new entertainment area in the northern portions of the City; and
  - 2. A higher-density hospital/health care area centered around the existing hospital to include opportunities for row housing and seniors accommodation in close walking distance of these amenities (*The Lloydminster MDP, Policy 9.3.1, Urban Villages*).

## OBJECTIVE 3.5

To facilitate and encourage residents and businesses to apply green sustainable technologies in new and retrofitted developments.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 3.5.1 Work with the development industry to promote green buildings and development highlighting the benefits of more sustainable approaches to development.
- 3.5.2 Explores the costs and benefits of retrofitting existing municipal buildings to maximize energy and water efficiency, conservation and reduce emissions.





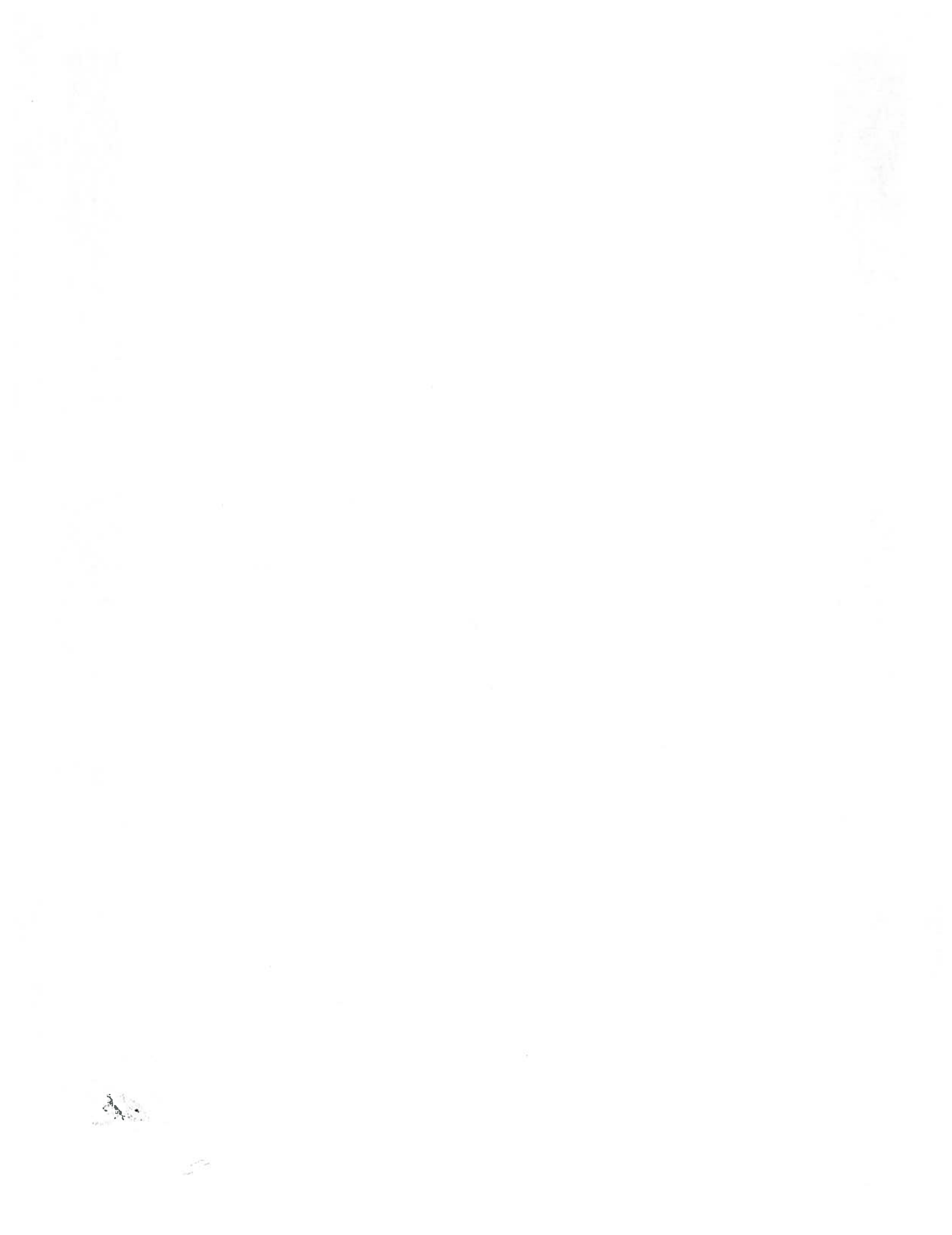


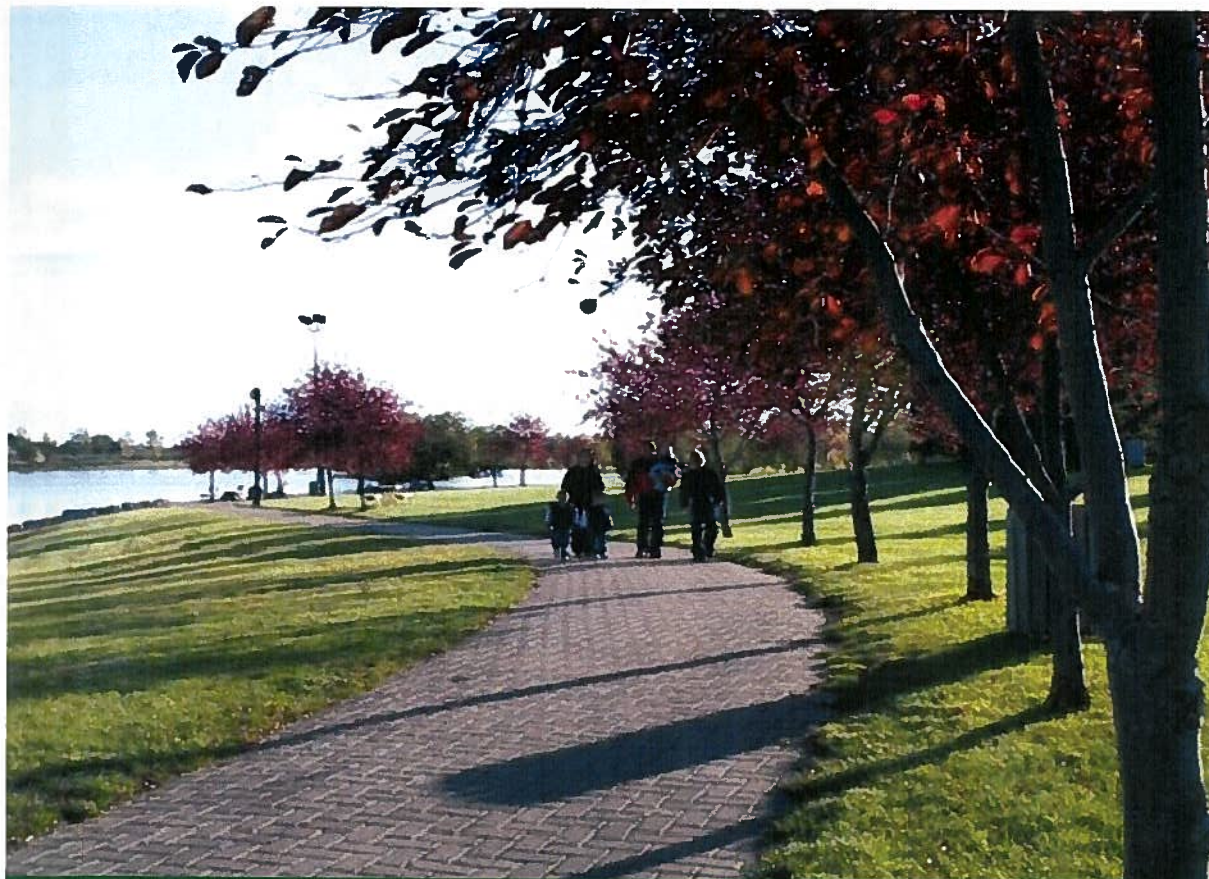
# 4.0

NATURAL AREAS, PARKS,  
RECREATION, OPEN SPACE & TRAILS









NATURAL AREAS,  
PARKS  
RECREATION, OPEN  
SPACE & TRAILS

4.0

4.0

## NATURAL AREAS, PARKS, RECREATION, OPEN SPACE & TRAILS

Green spaces are not only great places to meet friends, walk to work or spend a lazy Sunday; they play an essential role in linking us to and teaching us about our environment. Natural areas, parks, recreation areas, open space and trails: these are classrooms in which we can begin to better understand our environment and our role within it.

Green spaces also provide essential life-supporting ecosystem services: cleaning water, air and soil; buffering weather; and providing spaces for aesthetic enjoyment and mental relaxation.

### GOAL

*Lloydminster protects, preserves and enhances its natural areas by maintaining their integrity and interconnectivity to provide quality opportunities for all-season recreation activities.*



## OBJECTIVE 4.1

To interconnect Lloydminster's natural areas, parks, recreation centres, open space and trails into a larger network that supports the development of livable, complete communities and passive and active recreation opportunities.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 4.1.1 Promotes the establishment of new parks and open space that provide interconnections to a continuous City-wide parks and open space network (*The Lloydminster MDP, Policy 4.4.2, Distribution of Public Open Space and Parks*).
- 4.1.2 Collaborates with developers, builders, regulators and consumers to address social and ecological needs in determining new locations for interconnected trails and greenways.
- 4.1.3 Promotes that parks, natural areas, open space, school sites, recreation and cultural facilities be developed in a pattern that provides for interconnectivity to a continuous City-wide system of trails and greenways (*The Lloydminster MDP, Policy 11.1.2, Trail Development*).
- 4.1.4 Requires developers to identify locations for parks and interconnecting trail alignments, dedicate land and contribute to the construction of interconnected trails and greenways (*The Lloydminster MDP, Policy 11.1.3, Developers' Responsibilities for Greenway/Trail Development*).

## OBJECTIVE 4.2

To promote design approaches to Lloydminster's natural areas, parks, open space, recreation centres, open spaces and trails that supports environmental systems.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 4.2.1 Maintains an inventory of natural areas as well as known historic and archaeological sites. As part of the preparation of *Area Structure Plan (ASP)* and *Plans of Subdivision* it is important to confirm the location and geographic extent of any natural areas, hazard lands, historical or archaeological sites (*The Lloydminster MDP, Policy 7.1.1, Biophysical or Geotechnical Assessment* and *Policy 12.3.3, Historical Resource Impact Assessment*).





**STRATEGIC ACTIONS (continued):**

- 4.2.2 Requires the protection and conservation of natural areas by the following means:
  1. environmental reserve dedication;
  2. municipal reserve dedication;
  3. environmental reserve easements;
  4. conservation easements;
  5. donations and bequests; and
  6. acquisition through purchase or land trades.

*(The Lloydminster MDP, Policy 7.1.3, Protection of Natural Areas).*
- 4.2.3 Requires as part of a subdivision application the dedication of lands within the area to be subdivided as Environmental Reserve (ER) *(The Lloydminster MDP, Policy 7.2.1,*
- 4.2.4 Requires the lands dedicated as environmental reserve remain in their natural state and/or be used as a part of the public trail system where necessary to ensure a continuous, integrated trail system *(The Lloydminster MDP, Policy 7.2.2, Use of Environmental Reserve (ER) Easement).*
- 4.2.5 Requires, as part of a subdivision application, the dedication of lands within the area to be subdivided as Municipal Reserve. *(The Lloydminster MDP, Policy 11.1.5, Municipal Reserve (MR) Dedication and Policy 11.1.6, Municipal Reserve (MR) Credits).*
- 4.2.6 Leads, establishes and implements pest control programs and procedures to safeguard ecosystem health and human health with regards to pest control *(The Lloydminster MDP, Policy 11.3.2, Integrated Pest Management (IPM)).*
- 4.2.7 Establishes tools and guidelines to ensure Lloydminster’s natural areas and greenways are maintained with careful attention to habitat connectivity that supports the movement of wildlife *(The Lloydminster MDP, Policy 7.1.1, Biophysical or Geotechnical Assessment).*

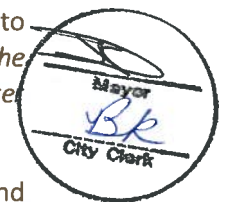
**OBJECTIVE 4.3**

To provide recreation facilities that accommodate the needs and exceed the expectations of Lloydminster’s residents and tourists.

**STRATEGIC ACTIONS:**

The City of Lloydminster:

- 4.3.1 Adopts a *Recreation, Culture and Parks Master Plan*, as may be amended from time to time, as a basis for future parks planning and development standards *(The Lloydminster MDP, Policy 11.1.1, Parks and Open Space Needs Assessment and Master Plan).*
- 4.3.2 Explores opportunities to expand recreational activities at existing facilities and continuously explore potential new recreational activities.

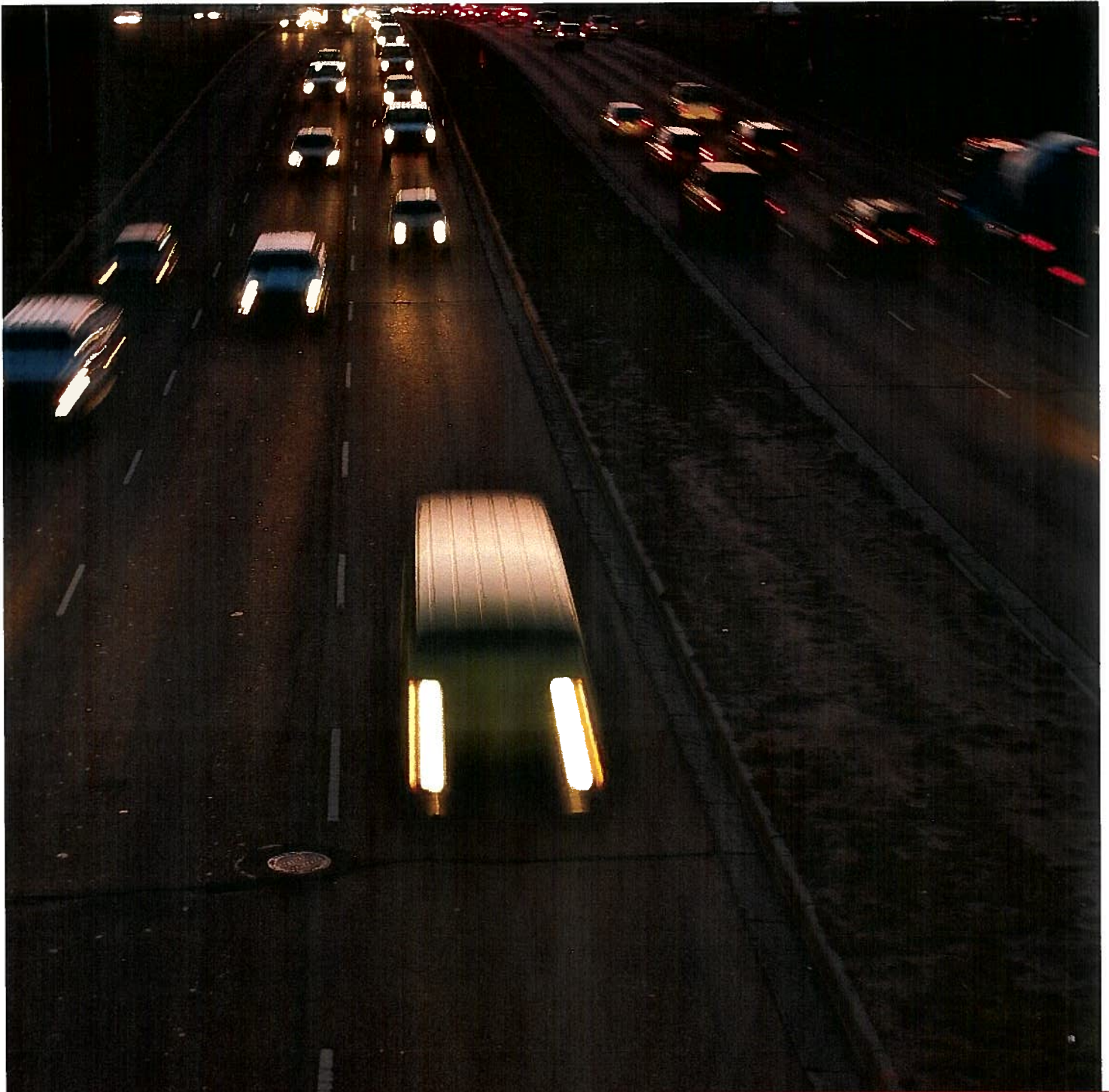




## STRATEGIC ACTIONS (continued):

- 4.3.3 Works with developers to ensure that the location, site planning and development of parks, open space and trail connections consider Crime Prevention Through Environmental Design (CPTED) (*The Lloydminster MDP, Policy 11.1.4, Crime Prevention Through Environmental Design (CPTED) for Parks*).
- 4.3.4 Actively explores its statutory powers to ensure that 10% of residential land and 5% of commercial/industrial land to be subdivided (or cash-in-lieu of lands) is dedicated for Municipal Reserve (MR) (*The Lloydminster MDP, Policy 11.1.5, Municipal Reserve (MR) Dedication*).
- 4.3.5 Complete a *Recreation, Culture and Parks Master Plan* building on past planning efforts that have been initiated, to determine the need for future recreation and cultural facilities as the population grows, and strategically where these may be best located (*The Lloydminster MDP, Policy 11.4.1, Recreation and Cultural Facilities Needs Assessment*).





5.0

TRANSPORTATION SYSTEMS









# 5.0 TRANSPORTATION SYSTEMS

# 5.0

# TRANSPORTATION SYSTEMS

In the future, a more compact City of 50,000 people will require a transportation network that is highly integrated with its land use patterns to provide for quick and efficient accessibility that connects all parts of Lloydminster. The transportation system should focus on moving people rather than vehicles, enhancing movement within and between communities and reducing dependence on private vehicles. Active transportation modes allow us to minimize our environmental impact by reducing fossil fuel consumption, emissions and land and water pollution and further enhances our physical health and social networks.

## GOAL

*Lloydminster's transportation system accommodates all forms of transportation—walking, cycling, eventual transit, private vehicles and commercial truck traffic.*





## OBJECTIVE 5.1

To pursue innovation in developing, maintaining and expanding Lloydminster's transportation system to ensure it is easy to navigate and optimize the movement of goods and people throughout the city.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 5.1.1 Encourages the use of Transportation Demand Management (TDM)\* strategies to manage roadway congestion without having to upgrade roadways consistent with the City of Lloydminster *Transportation Infrastructure Master Plan* August, 2010, as may be amended from time to time (*The Lloydminster MDP, Policy 13.1.6, Promoted Transportation Demand Management (TDM)*).
- 5.1.2 Promotes higher density residential and employment growth in proximity to existing or planned infrastructure which supports multiple transportation options (*The Lloydminster MDP, Policy 4.3.1, Land Use to Support Multiple Transportation Options*).
- 5.1.3 Acknowledges the potential for implementing a transit system within the City (*The Lloydminster MDP, Policy 13.3.1, Transit Feasibility*).
- 5.1.4 Encourages the design of neighbourhoods to take into account roadway designs and standards for collector roadways that allow for the easy implementation of transit as the community grows (*The Lloydminster MDP, Policy 13.3.2, Future Integration of Public Transit*).
- 5.1.5 Maintains a database of existing trails, describing trail conditions and restoration projects as well as newly developed or future trails. Provides a current trails map for the public with a link on city government websites.
- 5.1.6 Supports the inclusion of neighbourhood level retail and employment opportunities within developing and planned neighbourhoods which facilitates alternative modes of transportation and provides daily needs for the neighbourhood (*The Lloydminster MDP, Policy 4.4.3, Location of Retail and Employment*).
- 5.1.7 Encourages development in a logical and sequential manner without unnecessary fragmentation. Development shall not take place without required transportation improvements, infrastructure or community services (*The Lloydminster MDP, Policy 4.4.4, Phasing of New Development*).

**\* Transportation Demand Management (TDM) can be defined as:**

*The use of policies, programs, services and products to influence whether, why, when, where and how people travel. TDM measures can motivate people to shift transportation modes, make fewer trips and drive more efficiently.*



## OBJECTIVE 5.2

To integrate land use and transportation planning to promote active transportation modes, efficient land patterns and best use of Lloydminster's transportation system.

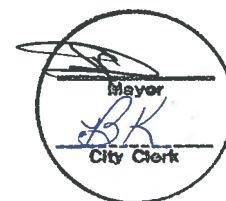
### STRATEGIC ACTIONS:

The City of Lloydminster:

- 5.2.1 Promotes walkability within the City and connections to adjacent municipalities through the development of a comprehensive network of sidewalks, cycling lanes on road right-of-ways and multi-purpose trails (*The Lloydminster MDP, Policy 13.2.1, Promoting Walkability*).
- 5.2.2 Promotes the development of complete streets through the *Area Structure Plan (ASP)* and *Area Redevelopment Plan (ARP)* process (*The Lloydminster MDP, Policy 13.2.2, Promoting Walkability*).
- 5.2.3 Promotes urban design that encourages walkability by providing functional and attractive pedestrian linkages between adjacent neighbourhoods and the trail system (*The Lloydminster MDP, Policy 12.1.3, Walkability*).
- 5.2.4 Develops and implements a typology of "Green Streets"\* and a program to retrofit streets to be more sustainable during resurfacing or utility work.

*\* Green Streets mimic natural conditions by managing runoff on the surface and at its source. It can be defined as:*

- *One component of a larger watershed approach to improving the region's water quality;*
- *Designed to incorporate a system of stormwater treatment within its right of way;*
- *Minimizes the quantity of water that is piped directly to streams and rivers;*
- *Makes visible a system of "green" infrastructure;*
- *Incorporates the stormwater system into the aesthetics of the community;*
- *Maximizes the use of street tree coverage for stormwater interception as well as temperature mitigation and air quality improvement; and*
- *At points where it crosses a stream or other sensitive area, a "green" street is located and designed to ensure the least impact on its surroundings.<sup>4</sup>*



<sup>4</sup> Nibedita Das, 2006. *Sustainability and Built Environment: UC, Davis*. Retrieved October 24, 2011 from [http://extension.ucdavis.edu/unit/green\\_building\\_and\\_sustainability/pdf/resources/green\\_streets.pdf](http://extension.ucdavis.edu/unit/green_building_and_sustainability/pdf/resources/green_streets.pdf)

## OBJECTIVE 5.3

To ensure alternative modes of transportation are designed and implemented in a safe and secure manner.

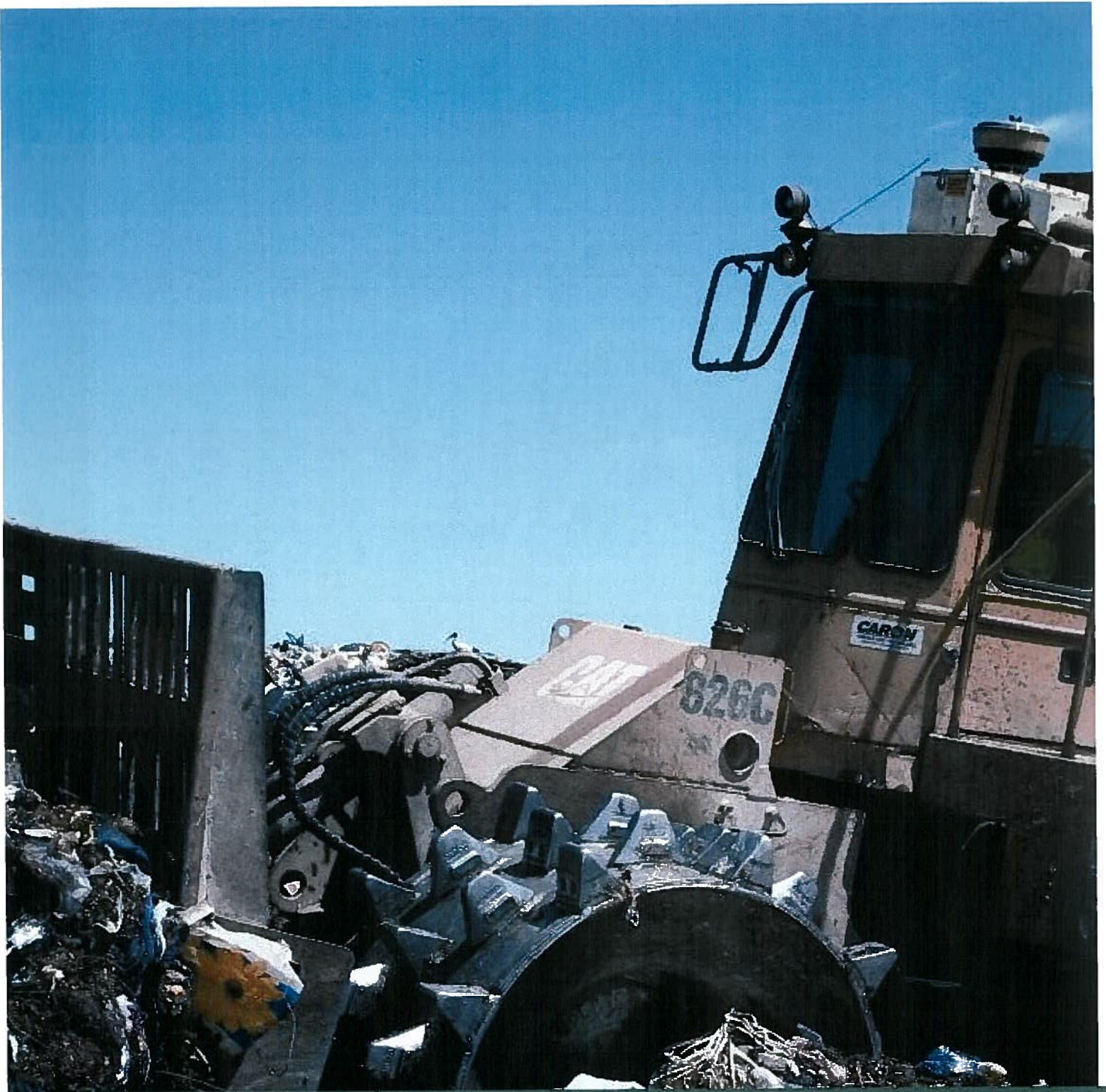
### STRATEGIC ACTIONS:

The City of Lloydminster:

- 5.3.1 Expands implementation of traffic calming initiatives to improve safety for pedestrians and cyclists (*The Lloydminster MDP, Policy 13.1.7, Traffic-Calming*).
- 5.3.2 Develops and implements design and maintenance standards to ensure universal access to sidewalk, pathways and trails is available within Lloydminster.
- 5.3.3 Encourages and supports redevelopment and intensification initiatives that facilitate and encourage walkability and other active modes of transportation as primary means of mobility (*The Lloydminster MDP, Policy 4.3.2, Redevelopment and Intensification*).







6.0

SOLID WASTE









SOLID WASTE  
**6.0**

**6.0** SOLID WASTE

In nature, nothing is wasted. The output of one process becomes the input of another. If we mimic nature's processes, we can design a production cycle that is less environmentally destructive. Rather than simply down-cycling waste into lesser degraded products, the output of production processes can become a source for technical nutrients and biological nutrients. These nutrients can become the building blocks for energy and new materials.

**GOAL**

*Lloydminster collects and manages waste for efficient separation, pre-treatment, and reuse to minimize disposal in landfills and enable reuse in the region.*





## OBJECTIVE 6.1

To divert waste from the waste stream as much as possible, converting technical and biological nutrients into energy or new materials.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 6.1.1 Establishes, implements and maintains a Solid Waste Management Strategy as recommended in *Lloydminster's Solid Waste Collection and Diversion Study 2010*, aimed at diverting residential and non-residential waste from landfill and reducing the amount of waste that is produced in Lloydminster.
- 6.1.2 Uses incentives, education and partnerships to increase citizens' participation in waste reduction initiatives.
- 6.1.3 Expands opportunities for the proper disposal of household hazardous waste to divert this waste from the landfill.
- 6.1.4 Requests that developers submit an Environmental Site Assessment (ESA) where warranted, in support of a rezoning, subdivision or development application (*The Lloydminster MDP, Policy 7.1.2, Environmental Site Assessment (ESA)*).
- 6.1.5 Encourages and supports the clustering of industrial developments which helps to establish partnerships and efficiencies between industrial park tenants and facilitating co-operation between businesses on site and design, shared facilities and services and interchanges of energy and products (*The Lloydminster MDP, Policy 10.1.6, Clustering of Industrial Development*).
- 6.1.6 Promotes source-segregation of solid waste at various development scales for appropriate treatment, storage optimization, transportation and recycling (*The Lloydminster MDP, Policy 14.5.1, Source Segregation of Solid Waste*).
- 6.1.7 Promotes the principles of reduce, reuse and recycle materials with its own operations and with businesses and residents by implementing a recycling centre to inform residents and the public and take care of bulky waste, hazardous household waste like chemicals and waste oils, waste from electric and electronic equipment, small batteries etc. (*The Lloydminster MDP, Policy 14.5.2, Solid Waste Reduction and Recycling*).
- 6.1.8 Implements a limit of the number of carts<sup>5</sup>/bags of waste per household on collection day to reduce the pressure on existing landfills (*The Lloydminster MDP, Policy 14.5.5, Limited on Solid Waste*).
- 6.1.9 Promote the implementation and use of composting bins within residential and commercial areas to reduce the amount of waste for the City through the conversion of natural materials into soil.



<sup>5</sup> Cities across North America are implementing solid waste collection systems using carts, where they are picked up by trucks equipped with a mechanical arm on the side. An example can be found at [http://www.portcoquitlam.ca/Citizen\\_Services/Garbage\\_Recycling\\_and\\_Green\\_Waste\\_Collection\\_Services.htm](http://www.portcoquitlam.ca/Citizen_Services/Garbage_Recycling_and_Green_Waste_Collection_Services.htm)



7.0

WATER









# 7.0 WATER

# 7.0 WATER

Water management planning emphasizes demand management and the extension of infrastructure. It can offset increased demand from growth; reduce the size and operating costs of water infrastructure required to accommodate growth; and minimize and defer the development of new water sources and their associated capital infrastructure costs. Cost savings from reduced chemical and waste water treatment, better water quality and fewer environmental impacts are additional benefits.

## GOAL

*Water resources are conserved and used efficiently by the public, industry and the City of Lloydminster.*



## OBJECTIVE 7.1

To promote the conservation and efficient use of Lloydminster's water resources by the public, industry and the City of Lloydminster.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 7.1.1 Applies demand and supply management approaches outlined in the *Water Distribution Study Update, 2009*, for the planning and improvements to Lloydminster water distribution system.
- 7.1.2 Continues to work with businesses to develop water conservation strategies for Lloydminster.
- 7.1.3 Encourages design standards that promote increased water conservation and efficiency in new developments.
- 7.1.4 Explores new water conservation technologies in the design of public streets, plazas, parks and other public open spaces to utilize stormwater source controls and manage stormwater in an ecologically sensitive manner.

## OBJECTIVE 7.2

To reduce and mitigate impacts on Lloydminster's water resources.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 7.2.1 Collaborates with businesses and the public to facilitate municipal development standards and Land Use Bylaw development standards that support rainwater use which will help to reduce the consumption of Lloydminster's water resources.
- 7.2.2 Investigate designs and standards that transfer treated grey water away from sewage treatment and to the river.
- 7.2.3 Encourages new developments around existing areas to capitalize on and efficiently use the existing utility infrastructure (*The Lloydminster MDP, Policy 14.1.2, Encourage Efficient Use of Existing Utility Infrastructure*).
- 7.2.4 Investigates opportunities and technologies that provide cost-effective improvements in the efficiency and/or environmental impacts of the provision of utility services (*The Lloydminster MDP, Policy 14.1.5, Utility Improvements*).
- 7.2.5 Reviews and implements measures to enhance the rehabilitation of the City's stormwater retention lakes and natural or manmade drainage channels using indigenous plants and trees (*The Lloydminster MDP, Policy 14.4.3, Stormwater Retention Ponds*).



**STRATEGIC ACTIONS (continued):**

- 7.2.6 Encourages developers to utilize Low Impact Development (LID) strategies for reducing unnecessary stormwater runoff, which eases the burden on the City’s storm drainage system (*The Lloydminster MDP, Policy 14.4.4, Low Impact Development (LID)*).
- 7.2.7 Encourage builders and property owners to utilize more efficient hot water heaters, furnaces and water faucets which eases the burden on the City’s energy systems.

**OBJECTIVE 7.3**  
 To protect and preserve the health of Lloydminster’s water resources.

**STRATEGIC ACTIONS:**

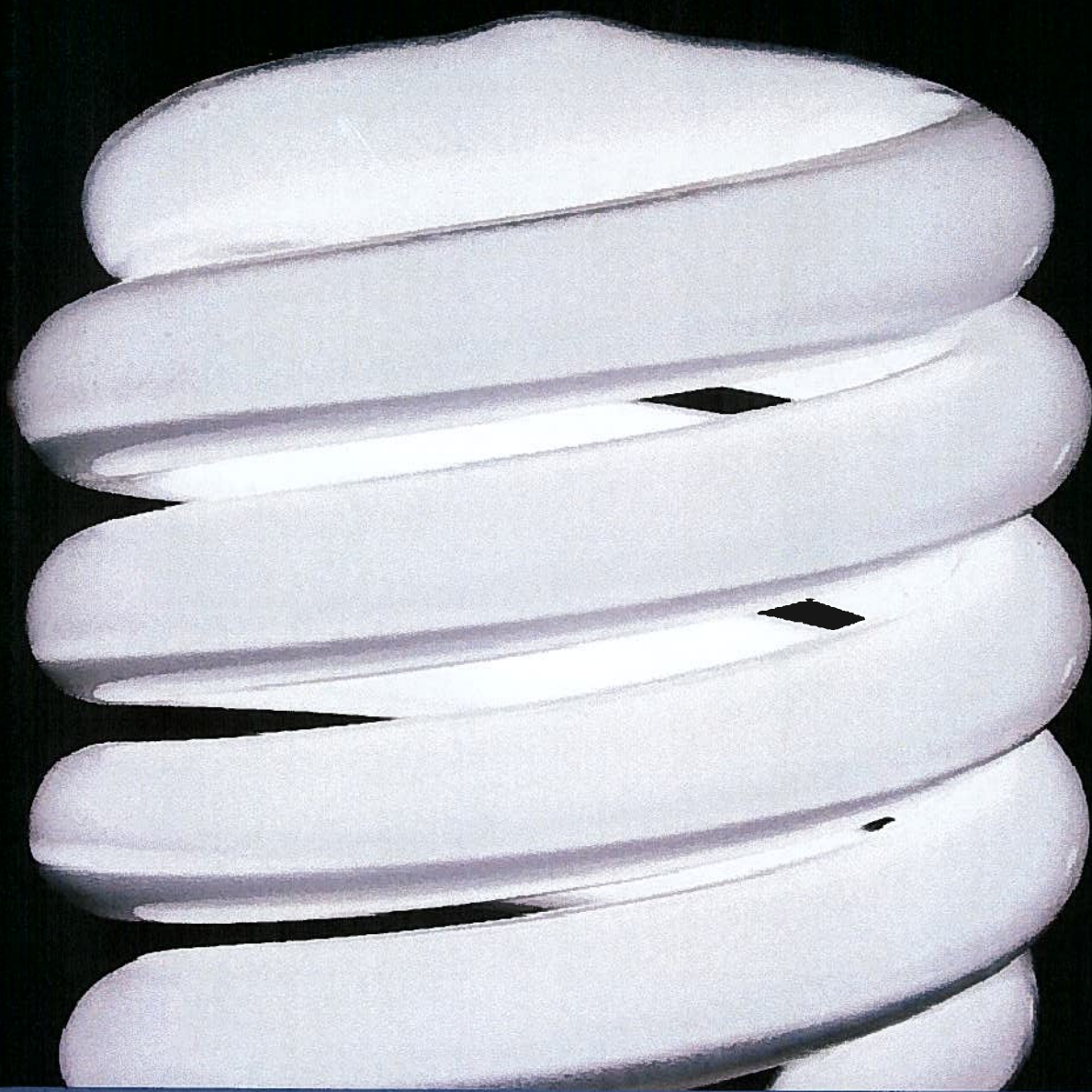
The City of Lloydminster:

- 7.3.1 Ensures sufficient measures are in place to maintain the water supply and quality in a way that serves the community in an efficient and economical manner.
- 7.3.2 Discourages development in areas that are prone to flooding, erosion, landslides, subsidence or any other natural or human-induced hazards (*The Lloydminster MDP, Policy 7.3.2, Hazard Lands*).
- 7.3.3 Adopts landscaping standards for public lands to make them more environmentally sustainable, resilient to seasonal patterns, lowers water usage and reduces maintenance costs (*The Lloydminster MDP, Policy 11.3.1, Landscape Design Standards*).
- 7.3.4 Works with the development industry to establish and adopt progressive storm drainage management practices, based on the *Storm Drainage Master Plan Update, 2009*, as may be amended from time to time.
- 7.3.5 Works with neighbouring rural municipalities and counties in both Alberta and Saskatchewan in effectively managing stormwater runoff on a watershed basis (*The Lloydminster MDP, Policy 15.3.8, Stormwater Drainage Management*).









8.0

ENERGY EFFICIENCY









ENERGY EFFICIENCY  
**8.0**

**8.0** ENERGY EFFICIENCY

Energy is a critical resource to our society. Nonetheless, as reliance on oil-based energy systems increased in the past century, with significant impacts on the environment, concern over resource shortages remains a valid concern. While a society may avoid collapse by replacing its disappearing resources with others of the same function, the replacements may also be finite and often inferior. Exploration of new technologies and clean energy alternatives to minimize waste, emissions and consumption are required.

**GOAL**

*Lloydminster embraces new energy efficient technologies and manages energy efficiency through building and site design to maximize the benefits of solar energy and natural light.*



## OBJECTIVE 8.1

To explore opportunities in municipal operations for reducing energy consumption and greenhouse gas emissions in municipal infrastructure.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 8.1.1 Researches and evaluates opportunities to improve efficiency in local infrastructure systems as part of ongoing operations, including energy performance.
- 8.1.2 Collaborates with orders of government to legislate higher energy performance standards for retrofitted and new developments in Lloydminster.

## OBJECTIVE 8.2

To explore opportunities for integrated resource recovery of industrial waste through the planning and infrastructure design of industrial areas.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 8.2.1 Promotes and encourages businesses to apply eco-industrial based approaches to industrial development, ensuring that approval processes facilitate the timely review of innovative designs (*The Lloydminster MDP, Policy 10.1.6, Clustering of Industrial Development*).

## OBJECTIVE 8.3

To develop and promote opportunities for decentralized micro-generation of renewable energy systems.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 8.3.1 Encourages onsite micro-generation of renewable energy in building designs of new developments.
- 8.3.2 Understands existing energy use in Lloydminster and is able to accurately evaluate the energy implications of proposed developments in the City.







9.0

ARTS, CULTURE AND  
HERITAGE





10



9.0

ARTS, CULTURE AND  
HERITAGE

Art provides substantial benefits to communities. The placement of public art, quality architecture and historical landscapes for example, attract business and tourism, increase property values and foster downtown revitalization. Additionally, they give a space symbolic meaning and enrich sense of place. Art speaks to us about our culture and gives form to our collective search for meaning.

**GOAL**

*Lloydminster encourages the preservation of its heritage, as well as opportunities to showcase local arts and culture.*



## OBJECTIVE 9.1

To recognize and foster the benefits of arts, culture and heritage to tourism, downtown revitalization and community development.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 9.1.1 Works with community groups to determine the need for and best method of developing and maintaining arts, cultural and heritage facilities, facilitating the active involvement of stakeholders in the planning and design process to ensure a truer measure of authenticity and community ownership (*The Lloydminster MDP, Policy 5.2.4, Work with Community Groups*).
- 9.1.2 Collaborates with the private sector and orders of government to attract cultural institutions, such as art galleries, and major attractions, such as festivals and sports events, to create an arts and cultural scene in Lloydminster (*The Lloydminster MDP, Policy 5.2.5, Cultural Initiatives*).
- 9.1.3 When planning Lloydminster's public spaces, consider the allocation of a portion of the construction budget of qualifying publicly accessible City projects for the procurement of permanent public art for public display (*The Lloydminster MDP, Policy 12.2.1, Art in Public Spaces*).
- 9.1.4 Solicits the private sector to procure public art for public display on private property or to contribute to public art for display on City-owned property (*The Lloydminster MDP, Policy 12.2.2, Private Sector Contributions to Public Art*).
- 9.1.5 Supports the Lord Report on developing the Barr Colony Heritage Cultural Centre as a major museum and science centre and assist on its possible expansion of facilities (*The Lloydminster MDP, Policy 12.2.3, Barr Colony Heritage Cultural Centre*).
- 9.1.6 Collaborates with Alberta Culture and Community Spirit and Saskatchewan Tourism, Parks, Culture and Sport to identify heritage and archaeological resources, recognize heritage properties through its legislative powers and develop policies and incentives to encourage conservation of heritage properties. (*The Lloydminster MDP, Policy 12.3.1, Heritage Preservation*).
- 9.1.7 Develops, maintains and promotes an updated inventory of heritage properties and sites including significant archaeological sites using existing community resources which include people, artifacts and records (*The Lloydminster MDP, Policy 12.3.2, Inventory of Heritage Properties*).
- 9.1.8 Communicates with the local Lloydminster Archives for the retention of public records.







10.0

HEALTH AND WELLNESS



10





# 10.0

## HEALTH AND WELLNESS

Mind, body and spirit: the balance of these brings health and wellness both to the individual and their larger community. The fostering of health and wellness follows this mind, body and spirit approach. *Mind*: support for the public realm and social spaces which facilitate a feeling of belonging and place attachment; *Body*: designing the built environment to support the integration of physical activity into our daily life and its activities; and *Spirit*: a healthy community is developed through the active participation of its citizens, the provision of social services, the ability to attend religious assemblies and access to food that is nutritious and personally and culturally acceptable as well as partly available from local sources.

### GOAL

*Lloydminster has a welcoming atmosphere and supportive built environment that contributes to the health, safety, security and quality of life for residents, students, workers and visitors.*





## OBJECTIVE 10.1

To promote an urban agriculture system that is sustainable, economically thriving and possesses a high level of local food production.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 10.1.1 Leads the design of a local sustainable food system that will integrate people, their living environments and ecological considerations into the proposed system.
- 10.1.2 Seeks innovative opportunities to increase local food production, through research on best practices in other municipalities.
- 10.1.3 Encourages and supports initiatives to introduce and develop community gardens and Community Support Agriculture (CSA).
- 10.1.4 Encourages local food production by maintaining and expanding farmers' markets including a weekly farmers' market downtown, facilitating the development of community gardens and Community Support Agriculture (CSA) (*The Lloydminster MDP, Policy 11.2.1, Local Food Production*).

## OBJECTIVE 10.2

To provide residents with a safe living environment through the effective provision of protective and emergency services.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 10.2.1 Supports appropriate and responsive protective and health services, including effective emergency health response services, are provided to all residents and aligned with the additional requirements of population growth and their needs.
- 10.2.2 Promotes crime prevention through community policing, collaboration between police and community agencies, and through the application of Crime Prevention Through Environmental Design (CPTED) techniques to all new developments (*The Lloydminster MDP, Policy 12.1.7, Crime Prevention Through Environmental Design (CPTED)*).
- 10.2.3 Collaborates and supports the Family and Community Support Services, Child and Family Services Authority, Community Health Services—Lloydminster and Prairie North Health Region in providing their services to the residents of Lloydminster (*The Lloydminster MDP, Policy 5.2.3, Social Services and Health Facilities*).



## OBJECTIVE 10.3

To support the overall health and well-being of Lloydminster's residents, drawing upon a shared foundation of education, skills and leadership.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 10.3.1 Explores the potential of joint use community facilities and joint use school sites, with the School Divisions and secondary institutions, and when new school site locations and size requirements are considered.
- 10.3.2 Gives priority to neighbourhood design that encourages active living through features that:
1. promote walkability, which is critical for reducing obesity and weight-related health issues;
  2. reduce carbon emission to enhance air quality, which in turn reduces respiratory health problems; and
  3. provide for casual social interaction, which in turn reduces stress and improves overall mental and emotional health.
- (The Lloydminster MDP, Policy 5.2.2, Active Living).*
- 10.3.3 Works in partnership with the school board, local post secondary institutions, Prairie North Regional Health Authority and other educational bodies, to support and promote efforts to raise the profile of health, wellness and active living in schools.
- 10.3.4 Promotes efforts to improve air quality and may work with the stakeholders to monitor air quality and establish stewardship programs that promote improved air quality *(The Lloydminster MDP, Policy 7.3.4, Air Quality).*









# 11.0

## GOVERNANCE AND PARTNERSHIPS









GOVERNANCE & PARTNERSHIPS  
**11.0**

# 11.0

## GOVERNANCE AND PARTNERSHIPS

Governance refers to the institutions that governments function within and the relationships governments have with other stakeholders. While government is about 'doing' things and delivering services, governance focuses on 'leading' society and convincing community members and its various interest groups to embrace common goals and strategies. The major characteristics of good governance are: participatory, consensus oriented, accountable, transparent, responsive, equitable, inclusive, effective, efficient and follows the rule of law. In Alberta, the *Municipal Governance Act* provides the legal framework for municipal governance.

### GOAL

*Lloydminster residents are actively involved in decisions affecting the City's growth and development and value initiatives that foster co-operation and collaboration with the greater Lloydminster region to achieve common goals.*





## OBJECTIVE 11.1

To encourage Lloydminster residents to engage in capacity-building through educational initiatives aimed towards meeting sustainability goals and increasing public involvement in government initiatives.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 11.1.1 Explores the development and implementation of public education initiatives designed to emphasize the importance of:
- Sustainable development, mixed-use neighbourhoods, increased density and the costs and benefits associated with these;
  - Environmental stewardship;
  - Benefits of investing in green buildings\* and retrofitting existing facilities;
  - Waste reduction and recycling, including linkage of recycling to greenhouse gas emissions;
  - Water efficiency and reuse, including increasing water efficiency in homes, businesses and landscapes, as well as retrofits for existing homes and buildings; and reusing grey stormwater for irrigation, industrial uses, flushing toilets and other uses; and
  - Healthy lifestyle choices, including the benefits of sports, culture and recreation facilities and programs, and of being a healthy community.
- 11.1.2 Supports the health and well-being of Lloydminster residents through collaboration with public, private and non-profit agencies with regard to social issues in land use policy decisions (*The Lloydminster MDP, Policy 5.1.2, Social Issues ad Land Use*).

“

*\* Green Buildings are structures that are environmentally responsible and resource-efficient throughout a building's life cycle from siting to design, construction, operation, maintenance, renovation and deconstruction.<sup>5</sup>*

”



<sup>5</sup> US Environmental Protection Agency. *Definition of Green Building*. Retrieved October 24, 2011 from <http://www.epa.gov/greenbuilding/pubs/about.htm>

## OBJECTIVE 11.2

To empower and encourage Lloydminster residents to participate in their community, its local governance, volunteerism and decision-making.

### STRATEGIC ACTIONS:

The City of Lloydminster:

- 11.2.1 Continues to support volunteers to help operate programs and/or facilities and create a Volunteer Attraction and Retention Programs to strategically retain and reward volunteers (*The Lloydminster MDP, Policy 11.4.3, Building Social Capital*).
- 11.2.2 Conducts the Community Satisfaction Survey on a two year basis to benchmark municipal services and programs and to ensure that they meet community needs, goals and objectives of the MDP (*The Lloydminster MDP, Policy 16.2.2, Community Satisfaction Survey*).
- 11.2.3 Supports increased involvement in the public consultation process by:
- Supporting initiatives which improve awareness, ease of reference and access to public consultation documents and activities;
  - Inform residents about projects underway and opportunities to get involved; and
  - Exploring projects and consultation guidelines which stimulate discussion outside of public open houses and which provide feedback from a broader range of the population.
- 11.2.4 Develops and implements strategies to engage under-represented sectors of the population in the community process.
- 11.2.5 Works to increase volunteerism and its associated benefit of increased social capital, through the development of a volunteer strategy and strategic partnerships between non-profit and volunteer groups.









12.0

IMPLEMENTATION AND  
MONITORING



2





## 12.0

IMPLEMENTATION  
AND MONITORING

The successful implementation of an ICSP requires ongoing monitoring and evaluation of its implementation and progress. It is important to note that the responsibility for the success of the plan does not fall solely on the municipality. A successful ICSP requires both community involvement, as the community must be willing to alter its behavior to adopt sustainable ideas, and political will in the form of leadership, as well as the commitment of resources necessary to accomplish the vision.

It is also important to realize that this plan does not provide all of the solutions to current and future sustainability. The ICSP is a living document that must be reviewed regularly to align the goals, objectives and strategies with new realities and emerging trends. New actions and strategies must be agreed upon and prioritized on a regular basis to ensure the community is working towards their collective vision of sustainability. The community must decide which opportunities and challenges to pursue, and the means by which to pursue them. Resource availability and allocation will often play a role in determining the methods by which these goals will be achieved. Involvement and collaboration between all stakeholders is needed to ensure the plan's success.





## 12.1 Developing Targets

Determining how far and how fast Lloydminster's goals and strategies should reach is defined by its targets. Targets are the quantitative measures of strategies which help to guide implementation. They determine what actions will be taken to achieve the objectives of the plan and the strategies that will be used. When developing targets it is necessary to consider the existing circumstances and measure changes from this baseline. They should be meaningful and relevant, yet attainable and realistic. There are three points to consider when developing measurable targets: What is the impact of the target? When will the target be attained? How will the target actions be implemented?

Generally, a target's impact is described as steady, bold or visionary. Different levels of ambitions will result in different targets. When setting a target the City must consider the community support and political will to attain the target. Without the community's acceptance and involvement, the target will never be achieved. To ensure the attainability, short-term, medium-term or long-term actions that build upon each other should be set in order to bridge the gap between the present reality and the future vision. Lastly, the means of implementing the target actions, through voluntary, regulatory or 'transformational' actions should be considered. Transformational actions often involve proactive initiatives, significant changes within or to the system as well as the development of new strategies.

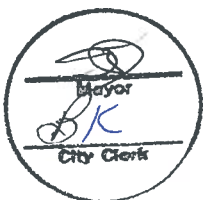
In order to create momentum, initial targets should be set to a shorter time horizon. Sustainability necessitates long-term thinking and as such medium-term and long-term targets should be set and a path laid out on how to navigate from short-term to medium-term to long-term. While it is fairly certain these targets will require revision sometime in the future, they provide a reference point from which to work. The development of targets is essential to measuring and achieving success.

## 12.2 Are We There Yet?

When asked "are we there yet?" on a road trip, a typical answer may be in hours or kilometers. How do we know when we've reached our goals? Indicators, like the measure of time and distance on a road trip, help us to measure the sustainability gap to be bridged, the distance between our present reality and our future vision. They also help us to monitor our progress with feedback that can contribute to adjustments to goals and strategies as needed, so that we remain on course towards our vision. Over time, performance trends emerge which can assist with learning and decision making.

Lloydminster's indicators should align with set goals and targets and should identify what is working and what is not working. The indicators help to identify what needs improvement or how to achieve greater resource allocation. A balance of technical and perception indicators are important. Technical indicators are more rigorous and scientific, such as percentage waste diversion, while perception indicators, such as the results of a Community Satisfaction Survey, are necessary to ensure goals represent community members' values and are useful insight into which strategies are most likely to win support.

The number of indicators chosen should be enough to inform and illuminate, yet not too many to make the collection, analysis and reporting of them prohibitive or impractical. Selecting indicators supported by publicly available and standardized data, such as those provided by government sources, ensures that data will continue to be available over the time period they are to be monitored. It is also more cost-effective than conducting data collection independently.



These indicators are used to monitor the implementation of the goals and objectives set out in this ICSP, they will inform future reviews of this document, assist with the development of attainable targets.

The success of an ICSP does not end with the adoption of the plan. The City will set targets and measure the implementation of this plan over time. Ultimately though, it is the community who decides which future scenario will be pursued and the final implications.

12.0 IMPLEMENTATION AND MONITORING

