



**CITY OF LLOYDMINSTER
Regular Council - AGENDA**

Date: Monday, October 27, 2025
Time: 1:30 pm
Location: Council Chambers

Pages

1. Call to Order and Silent Moment of Personal Reflection

The City of Lloydminster and the Council of Lloydminster would like to acknowledge that the chambers in which we are holding today's meeting is situated on Treaty 6 territory, traditional lands of First Nations and Métis people.

We will now pause for a silent moment of personal reflection.

Reminder, all members of Council are obligated to declare a conflict of interest OR a financial interest (as per S. 133 of *The Lloydminster Charter*) regarding any item on the agenda.

2. Additions/Deletions to the Agenda

3. Approval of the Agenda

That the Agenda dated October 27, 2025 be approved.

4. Approval of the Previous Meeting Minutes

5 - 7

That the Regular Council Meeting Minutes dated October 6, 2025 be approved.

5. Business Arising from the Minutes

6. Public Hearing

Public Hearing to be held at 2:00 PM.

6.1 Bylaw No. 14-2025 Lakeside Area Structure Plan Land Use Concept
Amendment

6.2 Bylaw No. 15-2025 Land Use Bylaw Map Amendment

7. New Business; Department Reports

7.1 City Manager's Office

7.1.1 City of Lloydminster Strategic Plan 2022-2025 Status Update

8 - 70

Presented By: Dion Pollard

That Council accept the City of Lloydminster's Strategic Plan 2025 Status Update as information.

7.2 Corporate Services

- 7.2.1 Quarterly Financial Report for the Period Ending September 30, 2025 71 - 88

Presented By: Adèle Wakaruk

That Council accept the Quarterly Financial Report for the period ending September 30, 2025, as presented.

- 7.2.2 2025 Q3 City Manager Contingency Reserve Update 89 - 91

Presented By: Ryan Hill

That Council accept the 2025 Q3 City Manager Contingency Reserve Update, as presented.

- 7.2.3 Reserves Policy No. 134-04 92 - 116

Presented By: Ryan Hill

That Council approve Reserves Policy No. 134-04.

- 7.2.4 Investment Policy No. 134-05 117 - 127

Presented By: Ryan Hill

That Council approve Investment Policy No. 134-05.

- 7.2.5 Debt Management for Capital Expenditures Policy No. 134-07 128 - 134

Presented By: Ryan Hill

That Council approve Debt Management for Capital Expenditures Policy No. 134-07.

- 7.2.6 Business Expense Policy No. 134-10 and Travel Expense Policy No. 134-11 135 - 151

Presented By: Lindsay Organ

That Council approve Business Expense Policy No. 134-10 to come into effect January 1, 2026.

That Council approve Travel Expense Policy No. 134-11 to come into effect January 1, 2026.

- 7.2.7 Draft 2026 Meeting Schedule 152 - 154

Presented By: Shannon Rowan

That Council approve the Draft 2026 Meeting Schedule, as presented.

7.3 Community Development Services

- 7.3.1 Public Art Policy No. 770-01 155 - 160

Presented By: Natalie Clysdale

That Council approve Public Art Policy No. 770-01.

7.4 Operations

7.4.1 Oil and Gas Development Policy No. 610-07

161 - 167

Presented By: Natasha Pidkowa

That Council approve Oil and Gas Development Policy No. 610-07.

8. Bylaws

8.1 Bylaw No. 14-2025 Lakeside Area Structure Plan – Land Use Concept Amendment

168 - 173

Presented By: Natasha Pidkowa

That Council grant second reading to Bylaw No. 14-2025, a bylaw to amend Lakeside Area Structure Plan Bylaw No. 09-2019 Land Use Concept, as per Schedule 'A'.

That Council grant third and final reading to Bylaw No. 14-2025, a bylaw to amend Lakeside Area Structure Plan Bylaw No. 09-2019 Land Use Concept, as per Schedule 'A'.

8.2 Bylaw No. 15-2025 Land Use Bylaw Map Amendment

174 - 180

Presented By: Natasha Pidkowa

That Council grant second reading to Bylaw No. 15-2025, a bylaw to amend the Land Use Maps, being:

- Figure 3: Land Use District and Overlay Map;
- Part 9, Map 3: Land Use District and Overlay Map;
- Part 9, Map 5: Land Use District and Overlay Map: City Index; and
- Part 9, Map 5: Land Use District and Overlay Map: Section V

to Bylaw No. 05-2025 as per Schedule 'A'.

That Council grant third and final reading to Bylaw No. 15-2025, a bylaw to amend the Land Use Maps, being:

- Figure 3: Land Use District and Overlay Map;
- Part 9, Map 3: Land Use District and Overlay Map;
- Part 9, Map 5: Land Use District and Overlay Map: City Index; and
- Part 9, Map 5: Land Use District and Overlay Map: Section V

to Bylaw No. 05-2025 as per Schedule 'A'.

8.3 Bylaw No. 16-2025 Traffic Bylaw Amendment – Speed Zone Changes

181 - 185

Presented By: Andrew DeGruchy

That Council grant first reading to Bylaw No. 16-2025 Traffic Bylaw Amendment – Speed Zone Changes.

9. Mayor/Councillor Reports

9.1 Mayor Report as of October 25, 2025

186 - 189

10. Any Other Matters

11. Inquiries from the Media

That the October 27, 2025 Regular Council Meeting recess for a short break at _____ PM.

12. In Camera Session

That the October 27, 2025 Regular Council Meeting go into a closed session as per LAFOIP Section 16(1)(a) at _____ PM.

That the October 27, 205 Regular Council Meeting resume open session at _____ PM.

12.1 Policy Options/Advice (Section 16(1)(a) of LAFOIP)

13. Adjournment

That the October 27, 2025 Regular Council Meeting be adjourned at _____ PM.



City of Lloydminster
Minutes of a Regular Council Meeting

Date: Monday, October 6, 2025
Time: 1:30 PM
Location: Council Chambers

Members Present Mayor Gerald Aalbers
Councillor Michele Charles Gustafson
Councillor Michael Diachuk
Councillor David Lopez
Councillor Jim Taylor
Councillor Justin Vance
Councillor Jason Whiting

Staff Present Dion Pollard, City Manager
Tracy Simpson, Executive Manager, Community Development Services
Don Stang, Executive Manager, Operations
Wendy Leaman, Executive Coordinator
Leo Pare, Director, Communications
Adele Wakaruk, Executive Manager, Corporate Services
Hailey Stark, Legislative Services Admin
Shannon Rowan, Interim City Clerk
Misty Rogerson, Records Management, Legislative Services

1. Call to Order and Silent Moment of Personal Reflection

Mayor Aalbers called the meeting to order at 1:34 PM.

2. Additions/Deletions to the Agenda

3. Approval of the Agenda

Motion No. 288-2025
Moved By: Councillor Lopez
Seconded By: Councillor Whiting

That the Agenda dated October 6, 2025 be approved.

CARRIED

4. Approval of the Previous Meeting Minutes

Motion No. 289-2025

Moved By: Councillor Vance

Seconded By: Councillor Charles Gustafson

That the Regular Council Meeting Minutes dated September 22, 2025 be approved.

CARRIED

5. Business Arising from the Minutes

6. New Business; Department Reports

6.1 Community Development Services

6.1.1 Saskatchewan Lotteries Community Grant Policy No. 551-01

Motion No. 290-2025

Moved By: Councillor Diachuk

Seconded By: Councillor Vance

That Council approve Saskatchewan Lotteries Community Grant Policy 551-01, as amended.

CARRIED

6.1.2 Safe and Healthy Communities Grant Policy No. 551-05

Motion No. 291-2025

Moved By: Councillor Charles Gustafson

Seconded By: Councillor Lopez

That Council approve Safe and Healthy Communities Grant Policy 551-05, as amended.

CARRIED

7. Mayor/Councillor Reports

8. Any Other Matters

9. Inquiries from the Media

The media requested to speak with Mayor Aalbers.

Motion No. 292-2025

Moved By: Councillor Vance

Seconded By: Councillor Whiting

That the October 6, 2025 Regular Council Meeting recess for a short break at 1:56 PM.

CARRIED

10. In Camera Session

The media interviews were conducted and then the October 6, 2025 Regular Council Meeting reconvened at 2:07 PM.

Motion No. 293-2025

Moved By: Councillor Whiting

Seconded By: Councillor Lopez

That the October 6, 2025 Regular Council Meeting go into a closed session as per LAFOIP Section 16(1)(a) at 2:07 PM.

CARRIED

Motion No. 294-2025

Moved By: Councillor Whiting

Seconded By: Councillor Lopez

That the October 6, 2025 Regular Council Meeting resume open session at 3:57 PM.

CARRIED

11. Adjournment

Motion No. 295-2025

Moved By: Councillor Taylor

That the October 6, 2025 Regular Council Meeting be adjourned at 3:57 PM.

MAYOR

CITY CLERK

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: City of Lloydminster Strategic Plan 2022-2025 Status Update
Department: City Manager's Office
Presented By: Dion Pollard
Council Meeting Date: October 27, 2025

Recommendation: That Council accept the City of Lloydminster's Strategic Plan 2025 Status Update as information.

Issue: To ensure Council, Administration, and the Public are provided with a final annual status update of the City of Lloydminster's Strategic Plan 2022-2025.

Background: Lloydminster City Council adopted the City's Strategic Plan for 2022-2025 on May 17, 2021. This plan was comprised of the expressed desires of elected officials, and provided citizens, businesses, Administration, and other stakeholders with a series of goals and strategies to work towards from 2022 to 2025. Updates were previously provided on an annual basis to Council in 2022, 2023, and 2024 and were posted to the City's website.

Today's update will be the final status update for the 2022-2025 Strategic Plan. Administration is working towards a new document that will provide annual updates to Council and the public relating to the 2025-2029 Strategic Plan that was adopted on June 23, 2025.

Options:

1. That Council accept this report as information.
2. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Delivering Good Governance. Administration is ensuring transparency by providing a final annual status update to citizens, businesses, and other stakeholders.

Legal Review: N/A

Governance Implications: Completion of the City of Lloydminster's Strategic Plan 2022-2025.

Budget/Financial Implications: N/A

Environmental Implications: N/A

	City of Lloydminster Request for Decision (RFD)
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Report Approval Details

Document Title:	City of Lloydminster Strategic Plan Update 2025 .docx
Attachments:	- 2025 Status Update - Strategic Plan Review Document 2022-2025.pdf
Final Approval Date:	Oct 7, 2025

This report and all of its attachments were approved and signed as outlined below:

Dion Pollard

Shannon Rowan

2022-2025 Strategic Plan

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

Review Date: July 2025



Introduction

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

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

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

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

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

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

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

Instruction

Review the strategic areas outlined below, considering any work your team has done since May 2024 to support, advance or complete these priorities. Some of your actions/activities may fit under more than one strategic area. You may duplicate your response where appropriate.

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

- Council = City Council
- CM = City Manager
- CDS = Executive Manager, Community Development Services
- COR = Executive Manager, Corporate Services
- COS = Chief of Staff
- OPS = Executive Manager, Operations

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

3.1 DELIVERING GOOD GOVERNANCE – 3.1.1 Effective Government

Goal: To remain an open and responsive government							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Ensure that regional planning documents remain current.			Intermunicipal agreements such as ICF, IDP, OCP are always current. New intermunicipal agreements are formed as shared needs are identified.			
b)	Enhance accessibility to Council meetings.			Council and committee meetings are available through in-person and virtual formats.			
c)	Explore innovative ways to engage with citizens and staff.			Formal methods of deep engagement are in place.			
d)	Continue to build relationships with regional partners and other orders of government.			Council and/or administration regularly meets with governments, Indigenous groups, education institutions, staff groups, and community organizations.			
e)	Reduce red tape.			Residents, businesses, and other stakeholders have service needs met quickly and effectively.			
f)	Explore options to support recovery from the COVID-19 pandemic.			The City and the community recover from the COVID-19 pandemic.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Lloydminster formalizes all intermunicipal agreements as required by statute or based on regional need.	2023 Q4	CM	Initial meeting occurred with Chief Administrative Officer at County of Vermilion River. Preparation of presentation to commence shortly.	Grants received for Intermunicipal Development Plans and the Intermunicipal Liaison Committee. Discussions to start in Q2 for formal agreements. Official Community Plan discussions to begin with Lloydminster Planning District Commission in Q2.	Formal discussions and processes are in place for the Intermunicipal Collaboration Framework and the Intermunicipal Development Plan with County of Vermilion River. Estimated completion Q2-2025	Intermunicipal Collaboration Framework with the County of Vermilion River is on hold until after the Alberta municipal election. Process delayed as regulation from the Alberta Government changed. Deadline to complete is Q1 2026.
b)	Technology supports the virtual hosting of meetings in City buildings.	2022 Q4	COR	Council chambers completed in 2021, remote access point	Completed in 2021.	Completed in 2021.	Completed in 2021.

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

					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.	River, Britannia, and Wilton. Recreation presentations were provided to Councils of the Rural Municipalities of the County of Vermillion River, Wilton, and Britannia regarding the Cenovus Energy Hub project.	invited to two annual workshops. The Community Economic Development relationship is important in building relationships with our neighbouring nation. Released applications for Economic Development Advisory Committee, to meet at least four times a year.
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 behavioral 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.	Administration has implemented the 'Respectfully Yours' campaign encouraging positive interactions with residents and outlining how and where to direct concerns when visiting a public facility.	Refreshed City website refined customer-service menus and updated menus within the Report a Concern section, allowing for greater ease of navigation in reporting specific concerns.
f)	City implements recommendations from the LEAN process review.	2023 Q4	CM	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.	Ten municipal employees were onboarded to establish an internal LEAN committee who will continually oversee LEAN based project implementation and culture changes. Implementations are already in progress. Committee led by Executive Manager, CDS	Contracts complete with Ternion Results. City continues to utilize learnings from LEAN journey and committee is active and promoting the objectives of LEAN in the organization where applicable.

						Final report submitted by contractor to CM.	
g)	Development of a Community Recovery Plan to assist with rebuilding community resiliency and social connections.	2022 Q4	CM/CDS	Gathering information in the Social Needs Assessment.	Social Needs Assessment completed, and community priorities were identified. These issues will be addressed through community partnerships utilizing the Social Policy Framework.	The Social Policy Framework Leadership Team developed Terms of Reference. Housing Needs Assessment aligned with the Social Policy Framework. The Housing Needs Assessment and Community Safety Plan linked back to Social Policy Framework.	Downtown Area Redevelopment Plan adds back-alley security lights and mural funding to the Façade and Building Improvement Program. Together, murals and lighting can: • Reclaim neglected spaces and turn them into assets • Signal safety, creativity, and investment which attracts both locals and visitors • Support small businesses by increasing visibility and foot traffic • Build emotional connection, to place, which is key to long-term resilience • These aren't just aesthetic upgrades, they're strategic tools for economic recovery and community building Social Policy Framework Housing Working Group, Mental Health Working Group, and Access to Health and Social Programs Working Group established. Point in Time Homeless Count completed October 2024.
h)	Planning for resiliency to support lost revenue sources and reporting the financial impact to the post pandemic new normal.	2025 Q5	CM/COR	Ongoing process of sourcing grant opportunities as well as revenue reviews and expense improvements.	Finance is working with each budget holder to review their annual actuals for both operations and capital to better understand budget vs actual. This will help with budget input for 2024.	Develop 3-year operational budgets and 5-year capital plans. Introduced the Infrastructure gap and 1% Mill Rate Levy to support the infrastructure reserve.	Land Division and Finance developed monthly reporting on land sales, ensuring proper and accurate financial planning for future development and projects. Currently working on long-term financial planning to identify future revenue needs and shortfalls, enabling proactive decisions and timely action starting budget year 2026.
i)	Embrace/Enhance the digital technology improvements learned through the pandemic.	2024 Q4	CM/COR	Currently reviewing IT technology for areas of improvement, governance document, and opportunities for efficiencies. However, currently taking	Economic Development updated their digital data suite, including a refresh on the workforce, transportation and logistics, and land use data sets, and are in the	The Steering Committee is adapting to fulfill the organization's requirements.	December 2025 full overhaul of Economic Development and Land Division websites, ensuring clear and accurate information. All applications for Economic Development and Land Division programs use automated forms or formbuilder. Removed any fillable or non-fillable PDF applications.

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

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

DELIVERING GOOD GOVERNANCE – 3.1.2 Internal Capacity

Goal: To equip Lloydminster and allow flexibility to provide valuable programs and services to those who need them.							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Create a leadership program for staff.			Programs such as leadership training, succession planning, and mentorship are implemented.			
b)	Increase opportunities for revenue generation.			Lloydminster will seek to diversify revenue generation opportunities, including regional opportunities and exploring all grant opportunities.			
c)	Use innovative financial planning tools.			LEAN culture including financial processes are implemented. Priority-based budgeting is implemented. Balanced scorecard is evaluated for Lloydminster in all key areas of finance, customer service, internal business and innovation and learning. Benchmark Lloydminster against leading municipalities and set realistic goals to achieve.			
d)	Determine a strategy for the future of the City’s Land Division.			The highest and best use of available land is in front of mind when that land is developed and sold.			
e)	Enhance financial reporting processes.			Relevant financial data required to make good decisions is readily available to staff and the public.			
f)	Support the staff who work for the City.			City staff benefit from training and recognition. The City’s culture attracts staff and retains staff. Ensures employees have the tools to do their jobs.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	The percentage of annual staff turnover falls over the duration of this Strategic Plan.	2025 Q4	COS	Status on employee turnover is reviewed annually.	Status on employee turnover is reviewed annually.	Status on employee turnover is reviewed annually.	Status on employee turnover is reviewed annually.
b)	Additional revenue sources, exclusive of property taxes, are pursued to ensure levels of service in our city are maintained or increased.	2025 Q4	CM/COR	Currently determining how to collect data on customers utilizing our services whether a taxpayer or non-taxpayer and or resident or non-resident.	Recreation has started working on identifying customer sources. Will be reviewed in the 2024 budget process. Utilities have also reviewed customer base.	Continue to research and advocate for grants that benefit the City's current and future operational and capital needs.	Continue to research and advocate for grants that benefit the City's current and future operational and capital needs. In 2024 and 2025 Economic Development was successful in Northern and Regional Economic Development funding and Regional Air Transportation Initiative funding to support Commercial Air Service development, Downtown Revitalization and Industry Attraction Marketing. Currently working on long-term financial planning to identify future revenue needs and shortfalls, enabling proactive decisions and timely action starting budget year 2026.

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

				efficiency or replacement. Lean projects will assist in reviewing manual processes created due to lack of IT Disaster Response Plan capability.		Resource Planning with the emphasis on standing up the project in 2024. Ticketing system is in place and continuing to drive efficiencies within IT.	these systems will integrate well and minimize configuration requirements.
d)	The land division continues to support growth through development of City owned land to meet market requirements for residential, commercial, industrial lands.	2023 Q4	CM	Updated and adjusted Industrial pricing. Developed and implemented a Residential Lot Incentive package, geared towards builders.	Finalized the sale of the 133.99 acres of land for industrial use in the sustainable fuel sector. Finalized the sale of the Martin Browne residential development lands. Sold the last remaining medium density lot in existing inventory.	Updated and adjusted industrial land pricing. First draft of revised Land Sale Policy taken to Council. Sold the Downtown Firehall. Sold West Commercial Lot.	New Land Sales Policy Implemented. Increased Land Division Reserve to \$7.29m in 2025, from \$0.87, in 2020. Neighbourhood Structure Plan for new Northeast Area called Meridian Industrial, creating new products for future investment.
e)	Lloydminster establishes standardized financial and statistical data that can be validated, consistently collected, and reported for use by each department as the financial and statistical data for the City.	2025 Q2	COR	Ongoing process, currently working on further standardizing year-end worksheets. Working with the Questica budget software to improve reporting to be more automated and upgrades to software automated.	Ongoing continuing improvement process for year-end reporting and review of historical data.	Finance has established a strong foundation of financial reporting and moving toward submitting the annual report; will continue to illustrate comparability as well as celebrate	Land Division Monthly Reporting developed. Building and Development Permits reviewed and categorized so statistical data can be pulled on specific neighbourhoods. Financial reporting has consistent year-over-year, improvements to processes to collect information have enhanced efficiency. Improvements made to ensure statistics and information collected for the Alberta Financial Information Return can be validated and traced to its original source.

						the fiduciary excellence received to date by the City as a whole.	
f)	Lloydminster is known as an employer of choice.	2025 Q4	COS	Working towards becoming one of Canada's Top Employers. An application will be submitted in 2023 for this national recognition. Continuing to work with management and all employees to enhance the City's overall culture, work-life balance, training opportunities, and overall benefits both monetary and non-monetary.	Administration has begun compiling its application for the 2024 intake for Canada's Top Employer.	With input from multiple departments, Administration is compiling a multi-year recruitment marketing campaign to highlight the City of Lloydminster and community as an attractive destination for skilled job seekers in other provinces.	Communications and Economic Development have jointly commenced on the 'Choose Lloydminster' campaign to support the attraction and retention of skilled labour in the region. The campaign will emphasize opportunities with the City of Lloydminster itself and showcase the community as an attractive destination for new and experienced professionals and tradespeople. This 'Choose Lloydminster' campaign is expected to continue into 2027, based on labour forecasts.
f)	Lloydminster establishes reasonably comparable municipalities using a consistent, reliable source to benchmark against and establish goals to achieve indicators that are desirable for the City.	2024 Q2	COR	Ongoing process working with Municipal Affairs to address the Lloydminster uniqueness in their comparability reports. Moved to a requisition-style payment process for school divisions Q1 2022 makes us more comparable to other municipalities.	Continues to be an ongoing process working with Municipal Affairs to address Lloydminster uniqueness through consistent reporting and records management. Requisition based payment structure for schools	Continue to work with Municipal Affairs to address Lloydminster uniqueness through consistent reporting and records management. Identified an issue with the	Successfully achieved resolution with Municipal Affairs to address the issues skewing provincial comparability models and reports.

					established as well as under and over levy calculations.	City's total area and working to address the matter with Municipal Affairs.	
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DELIVERING GOOD GOVERNANCE – 3.1.3 Legislative Compliance

Goal: To update statutory documents as required to keep them current							
Strategies (We Will...)							Desired Result(s) or Achievement(s)
a)	Work with the Governments of Alberta and Saskatchewan to update the Lloydminster Charter.				Updated Charter that meets the legislative needs of the City of Lloydminster.		
b)	Update the City’s Municipal Development Plan (MDP).				A current MDP provides predictability to those who want to invest in Lloydminster.		
c)	Update the Land Use Bylaw (LUB) and review density requirements.				Complementary land use types are located next to each other as Lloydminster continues to grow.		
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	A plan for Lloydminster Charter review is provided to the Governments of Alberta and Saskatchewan.	2025 Q4	Council /COR	Ongoing discussions have been held with both provinces. Both provinces are committed to completing discussions and updating the Charter in 2022.	The Lloydminster Charter update occurred on January 1, 2023. Of particular note, there is an annual review clause in the Charter every 5 years. Staff are implementing the governance changes that the updated Charter imposed upon the City.	Completed The Lloydminster Charter updates in 2023, and it now includes a 5-year renewal clause.	The City will begin advocating for updates starting in 2026 to ensure governments are held accountable for the update renewal clause.

b)	Operations considers an updated MDP.	2023 Q2	OPS	The Municipal Development Plan update capital project commenced in Q1 2022. Stakeholder engagement sessions will commence in Q2 2022.	The draft Municipal Development Plan (MDP) was presented during the March 20, 2023, Governance and Priorities Committee Meeting and Bylaw No. 14-2023, MDP Bylaw was granted first reading during the March 27, 2023, Regular Council Meeting. Public Open Houses were conducted April 5 and April 11. Additionally, the public was invited to provide their comments back to Planning Administration by April 14, 2023. A Public Hearing for Bylaw 14-2023 is scheduled during the April 24, 2023, Regular Council Meeting. Bylaw No. 14-2023, Municipal Development Bylaw was granted 2 nd , 3 rd , and final readings at the May 23, 2023, Regular Council Meeting.	The Municipal Development Plan, Connection to Our Future Bylaw No.14-2023 was approved by Council on May 23, 2023; the update project is complete. Recommendations outlined in the Municipal Development Plan (pg.43) will involve several, if not all City departments. To ensure accountability and implementation of the recommendations, regular scheduled reviews will be considered.	Municipal Development Plan (MDP) Update completed May 2023. Recommendations outlined in the Municipal Development Plan (pg.43) will involve several City departments. To ensure accountability and implementation of the recommendations, regular scheduled reviews will be conducted.
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c)	The Land Use Bylaw is updated to reflect an updated MDP and amendments to the Land Use Bylaw are reduced.	2024 Q2	OPS	The Land Use Bylaw update capital project will be procured Q4 2022.	The Land Use Bylaw Update Project is being reviewed by Administration, taking into consideration staffing level capacity and the number of projects that the City will be undertaking pertaining to Planning in and around the Lloydminster region.	The Land Use Bylaw Update project was awarded to ISL Engineering and Land Services Ltd. on August 21, 2023. The first phase of community engagement which included members of Council, internal stakeholders and interested parties occurred September 2023 to November 2023. Also, during this time period Administration provided additional opportunity for input through an online survey, community pop-up events, and attendance at a Your Voice Night. Phase 2 included compiling the data and a draft Land Use Bylaw to be presented for public comment and input was completed in early April 2024 with The What We Heard Report finalized and available mid-April 2024. The Project Team has moved to Phase 3 of the LUB	Land Use Bylaw Update project completed in June 2025.
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						Update Project and will be refining the LUB and preparing for the adoption of the Land Use Bylaw in Q3 2024. Prior to presentation to Council additional community engagement sessions, including online engagement, etc. will occur in June 2024. Upon Council granting first reading to the LUB Update Bylaw, a Public Hearing will be scheduled, this is expected to occur in late Q2, early Q3 2024.	
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3.2 MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.1Infrastructure Growth

Goal: To prepare infrastructure for a growing city							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Prepare the City’s Asset Management Plan so it focuses on City priorities.			Capital asset management planning provides accurate knowledge of future needs. Develop a plan fund and support existing and new public assets required to support public services.			
b)	Plan for the replacement of the Centennial Civic Centre arena.			The community is deeply engaged in the planning, funding, and amenity-choices for a new arena.			
c)	Create a self-supporting utility model.			Utility rates are properly self-supporting and equitable; and citizens understand them.			
d)	Encourage development in the City’s downtown.			More events are held in downtown Lloydminster. The community gets engaged in how to best enhance downtown. Infrastructure is available to meet the needs of a growing downtown. Funds are available to downtown building owners and businesses so they can upgrade their buildings.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	A feasible 10-year capital and operating asset management expenditure plan is in place.	2022 Q4	OPS/COR	Introduced the 10-year Capital plan to public Q4 2021 for the 2022 budget presentation, will work with managers though the 2023 budget process to review the plan and ensure it is realistic for the budget presentation Q4 2022.	Water, Sanitary Sewer, and Storm Sewer Master Plans are expected to be finalized in 2023. Master plans will inform and update the 10-year Capital Plan.	Water, Sanitary Sewer, and Storm Sewer Master Plans capital projects have commenced. These Master Plans will inform and update the 10-year Capital Plan and are expected to be completed and presented for Council's consideration in mid to late 2024. Additionally, the Asset Management Working Group, which includes staff members from across various City departments are working on updates to the 10-year capital plans; these are expected to be complete in Q2 2024 in preparation for 2025 budget planning.	Airport Masterplan update post-Covid, includes 25-year Capital Plan as well as triggers for if and when certain development/commercial air service moves forward. Water, Sanitary Sewer and Storm Master Plan Capital projects have been completed and accepted by Council in November 2024. The Master Plans are available on the City's webpage. Funded 10-year capital plans are expected to be prepared in fall 2025 as a core component of long-term financial planning that is currently underway.

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

f)	Residents indicate they understand the utility model the City has chosen to enact.	2025 Q4	COS	Data not yet available.	Data not yet available.	Data not yet available.	Data not yet available.
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g)	Implement the Downtown Area Redevelopment Plan (DARP) and complete the short-term goals (0-5 years). Design for City infrastructure including underground and surface works is completed.	2024 Q4	CM/OPS	Downtown Area Redevelopment Committee (DARC) formalized. Implementation prioritized. Event grant launched. DARC Open House held April 7, 2022. The implementation of the Downtown Area Redevelopment Plan (DARP) initiative is underway through the Central Business District Planning and Design project. This project is geared towards completing detailed underground servicing design, which will inform phasing of construction, accompanied by a surface-works concept plan for the entire Central Business District which will act as a road map for completing the	With the approval of the Capital Budget in 2023, the first phase of the implementation of the Downtown Area Redevelopment Plan (DARP) vision will be initiated. Phase 1 will include 50 Street between 49 Avenue and 50 Avenue and the intersection of 50 Avenue and 50 Street. Phase 1 will include enhanced public realm, planting, and amenity zones, as well as right sized cross-sections. Conceptual designs associated with the entire Central Business District incorporating the DARP initiatives has been completed and will form the baseline from	Construction began on Phase 1 (along 50 St between 49 Ave and 50 Ave) of the Central Business District (CBD) Rehabilitation Project in May 2023 with 85% of the work completed by October 31, 2023. Due to inclement weather the project was carried forward to 2024. Remaining work is expected to commence May 6 (weather permitting) and be completed in 6 to 8 weeks, the work includes: final concrete, landscaping, and street furnishings. Additional phases of the work required in the CBD will be introduced in future capital budget years for Council's consideration. Additionally, the Work required for the CBD will be included in the City's 10-year Capital Budget planning. A successful first year of the Façade and Building Improvement Program, with \$82,079.60 in projects injected into the downtown with approximately 150,000 in progress applications for 2024.	Detailed designs for the next phase of the Central Business District Rehabilitation project are targeted to be completed by Q4 2025.
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				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.	which all future designs are derived from. During the March 13, 2023, Regular Council Meeting through Motion No. 84-2023 the Central Business District Rehabilitation Project Phase 1 contract was awarded to ASL Paving Ltd in the amount of \$4.4M plus \$220,000 contingency fee. Phase I construction is anticipated to begin Q2 2023 and with completion anticipated in Q3 2023. Downtown Area Redevelopment Committee rollout and implementation includes: • Continual engagement via newsletter, community		
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					presentation s, 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		
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					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	Status/Update - May 2024	Status/Update - July 2025
a)	Council chooses options for future arterial road networks.	2023 Q4	Council /OPS	No update at this time.	No update at this time.	No update at this time. The 2024 Transportation Master Plan Capital Project has commenced and may include considerations for this work.	The 2024 Transportation Master Plan Capital Project is underway with anticipated completion Q4 2025.
b)	Trails and Sidewalks Master Plan high priority items implemented.	2023 Q4	OPS	Applied for Active Transportation Fund grant Q1 2022. Engineering Services is in the final stages of completing the document in preparation for presenting the final report to Council for	The Trails and Sidewalk Master Plan was completed and accepted by Council through Motion No. 264-2022 during the June 20, 2022, Regular Council Meeting. Grant funding was secured in 2023 which is permitting the completion of two (2) trail sections: 44	The grant funding that was approved in 2023 was used to construct new trails along 44 St between 40 Ave and 45 Ave and 50 Ave between 18 St and 25 St. Additionally the Bud Miller All Seasons Park Trail Network continues to be rehabilitated, with additional monies approved in the 2024	Work is ongoing, this will need to be carried forward.

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

				completing the feasibility assessments, and Master Plan recommendations.			
d)	Establish implementation plan for the Airport Master Plan.	2023 Q4	OPS	Implementation of the Airport Master Plan continues with funding assistance from Regional Air Transportation Initiative and Airport Capital Assistance Program funding. Purchases to date includes grader, snowplow, self-serve fuel cardlock system, wayfinding signage, website updates, runway upgrades, etc.	Recommendations as outlined in the 2020 Airport Master Plan continue to be considered, such as the recommended upgrades to the Airport parking lot which were initially included in the 2023 Capital Budget, however with the air service industry continuing to recover from the COVID-19 pandemic this project was deferred to a future year's capital budget.	The air service industry continues to recover from the COVID-19 pandemic, therefore capital projects as recommended in the Airport Master Plan have been deferred to future year's capital budgets. Furthermore, WestJet discontinued passenger air service between Calgary and Lloydminster in April 2024. The City was successful in its application for grant funding through Building Alberta's Regional Airport Network in the amount of \$113,988. With the approved funding in place, the City is working with HM Aero Aviation Consulting to create Lloydminster Municipal Airport Commercial Air Services Feasibility Study. This project will include: Detailed research and analysis on the region's travel	Commercial Air Service pitched to two air service providers, partnership fostered with Alberta Government to create a strategic Alberta Regional Air Service Network including Lloydminster. This will need to be carried forward.

						patterns and air service needs, • The assessment of opportunities for new air services to Lloydminster, • The preparation of detailed air service business cases for presentation to prospective airlines, • An update to the 2020 Airport Master Plan • Additionally, Administration is encouraged to continue its efforts to actively look into securing another scheduled air passenger flight service provider. • Project to wrap up in September, with commercial air service pitches starting in August.	
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MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.3 Parks and Beautification

Goal: To provide a parks, trails, and wayfinding system that meets resident and visitor needs							
		Strategies (We Will...)				Desired Result(s) or Achievement(s)	
a)	Bud Miller Park growth opportunities are evaluated.				Bud Miller Park provides a diverse range of recreational opportunities to users.		
b)	Evaluate existing Parks/Cemetery for enhancement opportunities throughout the City.				Locations for park enhancement investment are known and budgeted.		
c)	Create intuitive and attractive wayfinding throughout the City.				Residents and visitors alike can move efficiently through the City and its greenspaces.		
d)	Create a positive visual first impression for visitors to Lloydminster.				Visitors to Lloydminster are presented with urban beautification and helpful City signage.		
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Bud Miller Park Master Plan is updated.	2022 Q4	OPS/CDS	Bud Miller All Seasons Park Master Plan update was deferred during the 2022 budget process. Anticipate funding for the BMASP Master Plan update will be requested in a future capital budget request.	Bud Miller All Seasons Park Master Plan is currently underway with an expected completion of the project in Q2 2023. Plan will outline recommended actions to maintain and improve the park for the next 10+ years.	The Bud Miller All Seasons Park Master Plan was accepted by Council on December 11, 2023. Administration will present recommendations as outlined in the Master Plan into future year Capital Budgets as well as include in the 10-Year Capital Budget planning.	Bud Miller Park Master Plan completed December 2023. Parkview Estates Area Structure Plan reviewed. Plans to expand Bud Miller All Seasons Park will be considered as part of the Southwest Area Structure Plan Project due to be completed in 2026.

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

d)	Cemetery Master Plan short term implementation is completed.	2023 Q4	OPS	Monies for the Cemetery Phase 1 Development Plan are included in the 2022 Capital Budget, procurement expected Q2 to Q3 2022.	Through Motion No. 377-2022 during the October 3, 2022, Regular Council Meeting Bylaw No. 18-2022, the Cemetery Management Bylaw was approved by Council. Construction of the new expansion area is underway with expected completion in the 2023 calendar year (pending supply).	A little over one year after the implementation of the updated Cemetery Management Bylaw, Administration presented a bylaw amendment to address areas of concern brought forward by members of the public and local funeral home operators; the amending bylaw was approved by Council on December 11, 2023. Construction of the new Cemetery expansion area was completed in Q4 2023.	Completed.
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e)	Wayfinding signs and systems are updated or replaced.	2023 Q4	CM/OPS	Airport Wayfinding updated using PrairieCan Grant.	Transportation Services will assist with installation of new wayfinding signs as required. Communications has begun taking inventory of signage in need of removal or replacement, with some of the most visible dilapidated signage to be addressed in Q2-Q4.	Updates to the wayfinding signs at the Lloydminster Airport are complete. Way finding signage located throughout various areas in the City that was in need of attention were removed and will not be replaced at this time.	Transportation and Communications have developed a comprehensive list of dated and dilapidated signs throughout the community and are removing or replacing them on a priority basis. Approximately 12 signs were removed in 2024. Auroa Neighborhood Sign installed in 2024.
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f)	Complements on the City's beautification is received through online platforms and available visitor resources.	2025 Q4	COS	Data not yet available.	Through public engagement activities pertaining to the Bud Miller All Seasons Park Master Plan, and the 2022 Trails and Sidewalks Master Plan, many positive comments were received regarding the esthetics of the City's parks and green spaces, along with valid suggestions for future improvements and modifications.	During the 2023 spring/summer season and 2023 Christmas season many positive comments were received regarding Christmas light displays, the City's parks and greenspaces and the downtown planter program, along with valid suggestions for future improvements and modifications. Chamber of Commerce reported that down-town beautification was noted by attendees of the Christmas Craft Fair.	City continues to receive positive remarks via social media about the aesthetic beauty of city parks, particularly Bud Miller All Seasons Park and Jaycee Hill Park, among others.
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MANAGING OUR ENVIRONMENT AND INFRASTRUCTURE – 3.2.4 Environmental Progressive

Goal: To exceed environmental regulatory requirements							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Evaluate environmentally sustainable initiatives.			Alignment with federal and provincial funding sources and investment programs			
b)	Continue to provide safe water and wastewater treatment.			The Lloydminster Water Treatment Facility Plan to upgrade infrastructure to meet future City growth. The new mechanical Wastewater Treatment Plant is fully operational.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Look for opportunities to be leaders in environmental management.	2025 Q4	OPS	Environmental Services is investigating opportunities and future initiatives to be implemented.	Application for grant funding to monitor methane emissions at the Landfill is expected to be submitted in April 2023. Validation phase of treated effluent reuse is being completed with detailed design to begin in Q2 2023.	The City was unsuccessful in its grant funding application to monitor methane emissions at the Landfill. Borrowing Bylaw No.06-2023 was approved on August 21, 2023, for the construction of the Lloydminster Effluent Line; construction is anticipated to commence in Q2/Q3 2024. Council approved the award of the Integrated Waste Management Facility Master Plan. Within the scope of work, it includes a review of whether the City should	Effluent line design and construction is currently on hold pending commitments from industry for reuse. Phase 1 of the Integrated Waste Management Facility Master Plan is completed. Recommendation to continue operations and manage waste by landfilling has been accepted by Council. Phase 2 of the Integrated Waste Master Plan includes the infrastructure plan, programs/waste diversion initiatives, and a financial review. Phase 2 is scheduled to be completed by Q4 2025.

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

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

3.3 BUILDING ECONOMIC RESILIENCE – 3.3.1 Regional Perspective

Goal: To build the economic resilience of the region							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Create a business retention strategy with regional partners.			The City works with regional partners such as the Chamber of Commerce, Startup Lloydminster, and Community Futures to retain existing businesses.			
b)	Generate data that supports what the region has to offer.			Regional partners use the same set of resources to attract business to the most appropriate regional location.			
c)	Build a strong regional economic development initiative.			New businesses become aware of the Lloydminster region and choose to locate in the region.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	A new regional marketing partnership is formalized.	2022 Q4	CM/COS	Developing and gathering information to be used in marketing and storytelling, progress update in Q3 2022.	Continued membership in Northeast Alberta Information HUB, a regional economic development group. Leveraging Invest Alberta to market Lloydminster at every opportunity. Vermilion River Region Alliance continues to meet quarterly to discuss regional collaboration.	December 2024, Regional Economic and Procurement breakfast is planned for Q4. Vermillion River Region Alliance met in Q1-2024 and Q2-2024.	Successful in a 2025 Northern and Regional Economic Development (NRED) Grant to support Regional Marketing and Investment Attraction.

b)	A regional economic development strategy dovetails into the City's own economic development strategy.	2023 Q4	CM	A Limited Voluntary License in the Regional Marketing Objectives for the City was added to the Business License Bylaw for 2022.	RFQ for Economical Development Strategy completed at the end of May. Will be part of regional discussions occurring in 2023.	Legislative Services and Economic Development are partnering to explore a regional business event with regional partner municipalities. Continued membership and participation in HUB the Regional Economic Development Alliance of Northeast Alberta. Accepted into the Community Economic Development Initiative Program in partnership with Frog Lake First Nations. The program implemented in partnership by the Council for Advancement of Native Development Officers and the Federation of Canadian Municipalities, aim to improve the economic prosperity of First	Continuing Community Development Initiative partnership with Frog Lake, which was formed in 2024.
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						Nations and adjacent municipalities through joint community economic development planning and initiatives.	
c)	The introduction of new businesses leads to increased land sales.	2024 Q4	CM	Economic Development attend the Innovating Commerce Serving Communities conference in Q1 with potential leads for retail/commercial space. RFQ for Retail Gap Analysis in Q2.	Retail Gap Analysis completed, roll out of study to local business and potential investors included: • Evening Open House session • Direct email to local developers • Report sent out through Economical Development email newsletter Development of the "Grow With Us" Invest in Lloydminster document, limited print edition for Innovating Commerce Serving Communities and electronic version posted on website. Industrial Gap Analysis to be completed in 2023.	Industrial Business Inventory/Gap Analysis is underway and will be complete in Q2 - 2024. Attendance at industry events including Innovating Commerce Serving Communities Conference, and Agri-forum as well as cold calls and business visitations.	Industrial Land Sales increased significantly in 2025, with three recorded sales by July of 2025, amounting to \$1,208,700, a 75.4% increase over 2024.

BUILDING ECONOMIC RESILIENCE – 3.3.2 Business Attraction and Retention

Goal: To encourage businesses to move to Lloydminster							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Promote the City to business leaders and industry.			Lloydminster is seen as a group of government, Indigenous, private, and community partners supporting one economy.			
b)	Focus on diversifying the Lloydminster economy over the long-term.			Lloydminster benchmarks itself against comparators to determine best areas for future economic focus. The City attracts and hosts events that draw visitors to the City.			
c)	Encourage citizens to support local businesses.			Work with local business partners on a ‘Think Lloyd First’ strategy.			
d)	Show potential businesses that Lloydminster is business friendly.			Market the City broadly. Reduce barriers to business creation and growth.			
e)	Pursue an innovation-driven economy.			Internet infrastructure allows home-based, small, and medium business to work virtually from anywhere.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update July 2025
a)	Council hosts a regional partners’ economic development symposium.	2023 Q4	Council/CM	Inaugural Economic Development Breakfast held May 2022.	Second Annual Economic Development Breakfast will be held in Q2 and expanded to include more business sectors. Economic Development partnered with other groups by hosting the 21st Annual Business Education Conference.	Sold out Economic Development Breakfast in Q4-2023. Q4-2024 will host the 3rd Annual Economic Development Breakfast. 22nd Annual Business Education Conference. Indigenous Economic Development Summit.	Q4-2024 hosted the 3rd Annual Economic Development Breakfast Annual Indigenous Economic Development Summit.

b)	Business retention program is developed and implemented.	2024 Q4	CM	Business Retention Specialist hired in 2021. Business Retention and Expansion program in draft format.	Anniversary and major milestones acknowledged with business visitation and gift/card from Mayor. Business Retention Specialist term position filled March 2023, onboarding, and training.	Rural renewal stream implemented.	Annual Business Walk Program Implemented.
c)	An annual economic benchmarking exercise is begun.	2023 Q4	CM	Annual Business Survey continues using information gathered to build benchmarks.	Annual Business Survey continues. Quarterly economic updates to Council including the following benchmarks and statistics. • Real Estate sales and listings • Building permits • Hotel occupancy • Business license numbering including annual total licenses and annual total new licenses Breakdown of the North American Industry Classification System (NAICS) and license type.	Annual business survey continues.	Business Walks in 2024 and 2025, continually updating and tracking the previously mentioned stats,

d)	Local businesses report a shop local campaign is successful.	2024 Q4	CM	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.	In the 2023 Business Survey, 73% of those surveyed report they are aware of and satisfied with the Think Lloyd First (Shop Local) Campaign. Lloydminster has a high percentage of local business, with 46% being considered local and 54% branded. Indicating that the public is aware and does support local business.	Think Lloyd First continues.
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e)	Lloydminster is represented in at least three relevant trade shows or conferences each year.	2025 Q4	CM	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: • September 2022 - Lloydminster Heavy Oil Show (Tradeshow) • September 2022 - SEDA Conference • October 2022 - Economic Partnership Summit (Tradeshow and Conference) • January 2023 - Innovating Commerce Serving Community (ICSC) (Tradeshow and Sales Mission) • February 2023 – Agri-visions (Tradeshow and Conference) • February 2023 - Indigenous Business Gathering • March 2023 - Lloydminster and Region Job Fair (Tradeshow) • April 2023 - EDA Conference	Lloydminster was represented at the following tradeshow and conferences: • SEDA Conference • Economic Partnership Summit - Tradeshow and Conference • Innovating Commerce Serving Community (ICSC) - Tradeshow and Sales Mission • Agri-visions - Tradeshow and conference • Indigenous Business Gathering • Lloydminster & Region Job Fair - Tradeshow • EDA Conference • Agri-Forum	2025 Conferences and Trade Shows to date: • Innovating Commerce Serving Community (ICSC) • Agri-Visions • Economic Developers Alberta Conference • Saskatchewan Agri-Forum
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					April 2023 – Agri-Forum		
f)	All homes and businesses in Lloydminster have access to reliable broadband internet service.	2023 Q4	CM	Telus and SaskTel continue Broadband installation spring 2022.	Telus PureFibre build was completed Q4 2022. SaskTel introduced infiNET service in selected areas of Lloydminster, Saskatchewan, and will soon provide the service to all residents located on the Saskatchewan side of Lloydminster.	Telus PureFibe build is complete and PureFibre is now available in 4,918 homes in Lloydminster. SaskTel has completed infiNET installation on the Saskatchewan side with service now available to residents and businesses.	All homes and businesses in Lloydminster now have access to either SaskTel infiNET or Telus Pure Fibre.

g)	Three new provincial or national events are attracted to the region.	2023 Q3	CDS/CM	Rogers Hometown Hockey held March 18 to 20, 2022. Saskatchewan Summer Games planned for 2024.	The All-Nations Cup hosted by Warrior Golf is a 500+ participant golf tournament that will be hosted at Lloydminster Golf and Curling Centre and Rolling Greens in July of 2023.	The All-Nations Cup occurred at the Lloydminster Golf and Curling Centre in July 2023. In January 2024, the City hosted the Astec Curling Championship. Coming soon in 2024 includes the Women's College Basketball Nationals, and the first ever U13AA provincials. This summer the City will host the Saskatchewan Summer Games. Additionally, the Saskatchewan Country Music Awards will be hosted by the Vic Juba Community Theatre in the summer of 2024. Hosting the U11 A and B Provincials for Softball and U18 A Provincials for Softball in 2024.	Multiple levels of provincial Championships occurred in 2025 (baseball, softball, hockey and others). Hosted: 2025 Astec Safety Curling Championship 2025 Esso Cup 2025 Saskatchewan Junior Golf Championships 2025 Saskatchewan PGA Golf Tournament 2025 Lloydminster Shootout AB & SK Motorcross 2025 ACAC Men's Volleyball Championship 2025 ACAC Futsal Championship
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3.4 PROVIDING A SAFE COMMUNITY – 3.4.1 Social Services

Goal: To build a strong sense of community							
Strategies (We Will...)						Desired Result(s) or Achievement(s)	
a)	Define the City’s areas of responsibility in the delivery of services to the community.					The City, service-delivery organizations, and citizens agree on how best to meet the social needs of citizens.	
b)	Focus on partnerships to effectively provide necessary services to a diverse population.					A Social Policy Framework identifies current needs, projected needs, and how to work with community groups to fill gaps.	
c)	Respond to the Truth and Reconciliation Commission’s Calls to Action.					Indigenous people feel welcome in Lloydminster.	
d)	Encourage a spirit of volunteerism that encourages citizens to help fellow citizens.					Work with community groups to determine whether a volunteer network or center is needed.	
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Council established focus on community needs through the development of a social needs assessment and the development of a social policy framework.	2022 Q4	CDS	Social Needs Assessment Survey and workplan developed.	Social Policy Framework completed and adopted by the City December 12, 2022.	Social Policy Framework Leadership Team developed terms of reference. Housing Needs Assessment aligned with Social Policy Framework.	Social Policy Framework Housing Working Group, Mental Health Working Group, and Access to Health and Social Programs Working Group established.

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

PROVIDING A SAFE COMMUNITY – 3.4.2 Community Safety

Goal: To provide a community where people feel safe and are safe.							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Build and support community connections at the neighborhood level.			Residents report a sense of belonging, support, and connection in their neighborhoods.			
b)	Explore how best to respond to emergencies from a regional perspective.			Joint emergency management exercises provide confidence that incidents can be appropriately responded to regionally. Centralization of emergency management services under municipal control is explored.			
c)	Equitable funding for police services.			Funding from both Alberta and Saskatchewan governments allows for appropriate policing service levels.			
d)	Ensure that Lloydminster Emergency Services meet the needs of the community.			The minimum amount of personal injury and property damage is experienced by Lloydminster citizens and businesses.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update – May 2023	Status/Update – May 2024	Status/Update - July 2025
a)	The Neighborhood Connector program initiative is incorporated into City programs.	2022 Q2	CDS	Researching other community models.	Neighborhood Connector was launched in 2022. Six connectors were trained and recruited. Will continue to develop, evaluate, and improve in 2023.	Five active community Connectors. Two Neighborhood connector events completed. Neighborhood Grant expanded to community. One granted neighborhood project. Eleven Block parties hosted.	Launch of the Cenovus Energy Block Party Trailer in 2024. 23 Neighbourhood events involving 1342 residents and 125 volunteers. Four Neighbourhood Grant projects approved.

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

d)	Citizens are very satisfied or satisfied with the response to City-controlled emergency services. *	2025 Q4	CDS/COS	Data not yet available.	Citizens in surveys and discussion recognize the value and value added services provided by City controlled emergency services. Many would like to see additional police activity in the areas of criminal gangs/theft and traffic.	Lloydminster Fire Department calls for service continue to grow. With a full year of our new inspection program completed, the City is seeing great success in community and business engagement as well as identifying risk factors and areas to keep the public safe and working alongside our community partners in education and safety awareness.	Public Survey conducted in 2025 regarding policing in Lloydminster. RCMP 153/289 - Satisfied 72/289 - Neutral 67/89 - Dissatisfied Peace Officers 61/286 - Satisfied 114/286 - Neutral 110/286 - Dissatisfied
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**This result relies on the administration of regular citizen and staff satisfaction surveys.*

PROVIDING A SAFE COMMUNITY – 3.4.3 Use of Space

Goal: To allow all people in Lloydminster to live safely and recreate well							
Strategies (We Will...)				Desired Result(s) or Achievement(s)			
a)	Determine the City’s responsibility in providing access to housing choices.			All orders of government understand and accept their responsibility in providing for those in housing need.			
b)	Collaborate with users and user groups to maximize the utilization of City facilities.			Lloydminster provides required services and service levels as efficiently as possible.			
Performance Measures							
Strategy	Measure	Target Time	Lead Role	Status/Update - May 2022	Status/Update - May 2023	Status/Update - May 2024	Status/Update - July 2025
a)	Housing needs assessment is updated.	2023 Q4	CDS	Gathering initial information in the Social Needs Assessment.	Gathered information from Social Needs Assessment. Compiled recommendation s. Preliminary meetings with community stakeholders to gather information for the Housing Needs Assessment and Strategy RFP in 2023.	Housing Needs Assessment RFP awarded to Bassa Social Innovations. Multiple engagements and workshops completed. Point-in-Time Homelessness Count completed. Final report to be completed by Q1 2024.	Housing Needs Assessment completed March 18, 2024. Point in Time Count completed October 2025. Social Policy Framework Housing Working Group established and hosted Housing Symposium in May 2025. Working Group presented best practice shelter standards to Council June 2025, Council approved \$150,000 for Housing Development Support in June 2025.

b)	The utilization rate for City-owned facilities is higher than the provincial averages in Alberta and Saskatchewan.	2025 Q4	CDS	Investigating better internal tracking.	The team has begun tracking number of memberships, including types (1 month, 4 month and yearly), as well as, membership usage, admissions, bookings, including meeting rooms spaces, ice and fieldhouse bookings, and green spaces such as ball diamonds and tennis courts.	Continuing to track and find ways for better data collection. Promotions and sales used to increase utilization.	Leisure Services team continues to track utilization in recreation facilities. Working with internal IT department to help build better tracking systems.
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c)	Continue to assist with removing barriers to City Recreation and Culture services.	2024 Q4	CDS	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 at the main entrance that are accessible at the east entrance for parkgoers. Updated signage at SSC from family washrooms to inclusive washrooms. Administration working to update the Barrier Free Policy in 2023.	Enhanced accessible parking stalls on both the North and South sides of the building.	Cenovus Energy Hub will open this year which will provide many barrier free options. Russ Robertson Arena accessible parking will be improved this year to provide better parking options for those who need it.
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d)	Building Partnerships to enhance the delivery of Recreation and Cultural Experiences.	2025 Q4	CDS	Continue to meet with user groups over new recreation facility as well for general programming.	Partnering with Indigenous group to host All Nations Cup. Working with Inclusion Lloydminster on making the new event facility more accessible for all. Exploring partnership with Vic Juba Community Theatre to enhance programming.	Have continued with more conversation with user groups, and facility users.	Throughout 2025 a user agreement is in place with Onion Lake Cree Nation for facility drop in. Worked with user groups to help increase utilization and have worked with Vic Juba on an agreement to help host concerts in the future at Cenovus Energy Hub.
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e)	Improve/enhance the visitor experience .	2025 Q4	CDS	Through the Lean process, a new vision has been developed for the Recreation and Culture team. Rolling out early Q2, 2022.	Two additional lean projects were completed and ongoing to improve the customer experience when registering for programs and services. Additionally, with the City now utilizing DocuSign, it is easier for customers to fill out required agreements for renting programmable spaces.	Continue to make small changes within programming facilities. Created a new meeting room space at Servus Sports Centre to help increase rentals for tournaments and private parties. Food and beverage services provider agreement is being finalized with a potential vendor to provide services at the Lloydminster Golf and Curling Centre starting in May 2024.	Programming continues to be updated, Lloydminster Museum and Archives programming has worked extremely well seeing both youth, adult and seniors in programs. Drop-in times have increased at Servus Sports Centre to allow more time for growing activities like Pickleball. Customer Service Training for front line staff coming prior to end of 2025.
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	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Quarterly Financial Report for the Period Ending September 30, 2025
Department: Corporate Services
Presented By: Adèle Wakaruk
Council Meeting Date: October 27, 2025

Recommendation:

That Council accept the Quarterly Financial Report for the period ending September 30, 2025, as presented.

Issue: Presentation of Quarterly Financial Report for the Period Ending September 30, 2025.

Background: The financial report is being presented to City Council for review and comments. Once the report is presented to Council, it is posted to the City's website to ensure that the public can access the information as part of the City's commitment to delivering open and transparent governance.

Options:

1. That Council accept the Quarterly Financial Report for the period ending September 30, 2025, as presented.
2. That Council request further information.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. The presentation of a quarterly financial report demonstrates fiduciary responsibility to the public. Providing residents with the opportunity to review the financial report is not only key to financial openness and transparency, but also a cornerstone of good governance.

Legal Review: N/A

Governance Implications: N/A

Budget/Financial Implications: N/A

Environmental Implications: N/A

	City of Lloydminster Request for Decision (RFD)
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Report Approval Details

Document Title:	Quarterly Financial Report for the Period Ending September 30, 2025.docx
Attachments:	- 2025 09 30 Quarterly Financial Report (1).pdf
Final Approval Date:	Oct 22, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Task assigned to Shannon Rowan was completed by delegate Adele Wakaruk

Dion Pollard



QUARTERLY FINANCIAL REPORT

For the nine-month period ending September 30, 2025

October 27, 2025

Finance Department

STATEMENT OF FINANCIAL POSITION

As at September 30, 2025

			(restated)
	Sep 30, 2025	Sep 30, 2024	
Financial Assets			
Cash	\$ 33,615,680	\$ 50,766,203	
Short Term Investments	14,000,000	18,000,000	
Long Term Investments	34,040,364	23,061,960	
Land and Inventories for Resale	16,367,109	16,054,017	
Taxes Receivable and Grants in Place of Taxes	6,799,950	5,364,273	
Trade and Other Receivable	6,231,416	6,159,060	
Receivable Offsites	2,793,895	2,913,332	
Total Financial Assets	\$ 113,848,414	\$ 122,318,845	
Financial Liabilities			
Accounts Payable and Accrued Liabilities	\$ 16,283,190	\$ 16,707,639	
Deposit Liabilities	756,398	1,012,333	
Deferred Revenue	7,223,541	5,371,172	
Deferred Offsites	11,941,229	11,596,629	
Employee Benefit Obligations	1,835,274	1,804,760	
Asset Retirement Obligations	5,460,548	4,658,230	
Contaminated Sites	246,892	269,587	
Long Term Debt	59,523,216	53,166,599	
	\$ 103,270,288	\$ 94,586,949	
Net Financial Assets	\$ 10,578,126	\$ 27,731,896	
Non-Financial Assets			
Inventory for Consumption	\$ 1,174,646	\$ 1,191,443	
Prepaid Expenses	1,250,200	723,731	
Tangible Capital Assets	938,316,052	911,936,161	
Accumulated Amortization	(394,423,199)	(373,275,612)	
Work in Progress	105,286,365	70,447,712	
	\$ 651,604,064	\$ 611,023,435	
Accumulated Surplus	\$ 662,182,190	\$ 638,755,331	
Accumulated Surplus & Reserves			
Accumulated Surplus	\$ 599,603,962	\$ 569,545,366	
Restricted Reserves	909,846	3,850,133	
Unrestricted Reserves	61,668,381	65,359,832	
Total Accumulated Surplus & Reserves	\$ 662,182,189	\$ 638,755,331	

OPERATING BUDGET VS. ACTUAL

For the nine-month period ending September 30, 2025

	Current Year				Prior Year
	2025 Budget (12 months)	2025 Actuals (9 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	2024 Actuals (9 months)
Revenues					
Municipal Taxes	\$ 49,962,810	\$ 49,965,032	\$ (2,222)	100%	\$ 46,193,765
Local Improvements	28,730	28,730	-	100%	28,730
Seamless Taxes	1,329,212	1,329,498	(286)	100%	1,295,209
User Fees & Sale of Goods	38,016,298	31,618,065	6,398,233	83%	31,038,241
Government Transfers for Operating	4,914,923	2,691,067	2,223,856	55%	2,517,715
Investment Income	3,000,000	2,207,258	792,742	74%	3,708,951
Penalties and Cost of Taxes	858,400	840,055	18,345	98%	734,006
Fine Revenue	485,000	336,787	148,213	69%	409,386
Development Levies	-	925,349	(925,349)	100%	189,905
Licenses and Permits	1,133,323	1,323,518	(190,195)	117%	1,019,013
Franchise and Concession Fees	8,522,218	6,539,963	1,982,255	77%	5,721,111
Donation	60,000	152,970	(92,970)	255%	141,858
Other Income	-	177,992	(177,992)	100%	118,616
Transfers from Reserves	2,929,916	2,879,916	50,000	98%	1,684,465
Gain on Disposal of Capital Assets	-	351,169	(351,169)	100%	183,575
Total Revenues	\$ 111,240,830	\$ 101,367,369	\$ 9,873,461	91%	\$ 94,984,546
Expenditures					
Seamless Education Requisitions	\$ 1,329,216	\$ 996,910	\$ 332,306	75%	\$ 971,647
Salaries, Wages & Benefits	43,845,113	30,205,014	13,640,099	69%	29,004,394
Contracted Services	28,289,071	18,934,193	9,354,878	67%	17,614,272
Goods and Materials	5,266,054	3,743,494	1,522,560	71%	3,197,509
Cost of Sales	621,367	1,309,504	(688,137)	211%	1,587,542
Transfers to Local Boards or Agencies	2,909,756	2,328,867	580,889	80%	1,982,581
Interest on Long-Term Debt	3,245,004	1,658,226	1,586,778	51%	1,370,391
Principal Debt Payments	4,015,879	2,881,953	1,133,926	72%	2,726,442
Bank Charges	149,800	112,352	37,448	75%	106,122
Utilities	7,423,308	5,068,013	2,355,295	68%	5,196,806
Accretion Expense	125,736	-	125,736	0%	-
Transfers to Reserves	13,951,214	6,116,323	7,834,891	44%	7,762,344
Bad Debt	10,000	10,689	(689)	107%	1,086
Total Expenditures	\$ 111,181,518	\$ 73,365,538	\$ 37,815,980	66%	\$ 71,521,136
Surplus/(Deficit)	\$ 59,312	\$ 28,001,831	\$ (27,942,519)		\$ 23,463,410
Other					
Contributed Assets	\$ -	\$ -	\$ -		\$ -
Surplus/(Deficit)	\$ 59,312	\$ 28,001,831	\$ (27,942,519)		\$ 23,463,410

OPERATING BUDGET VS. ACTUAL BY DIVISION

For the nine-month period ending September 30, 2025

	Current Year				Prior Year
	2025 Budget	2025 Actuals	Variance \$	Variance %	2024 Actuals
	(12 months)	(9 months)	(Budget Remaining)	(Budget Spent)	(9 months)
Revenues					
General Government	\$ 67,787,747	\$ 63,540,204	\$ 4,247,543	94%	\$ 60,119,087
Protective Services	1,915,908	1,183,624	732,284	62%	1,283,179
Transportation Services	1,120,844	1,907,948	(787,104)	170%	1,019,979
Environmental Services	30,212,373	23,768,440	6,443,933	79%	21,385,439
Social Services	996,305	871,813	124,492	88%	720,598
Planning and Development	1,802,321	3,178,831	(1,376,510)	176%	2,666,596
Recreation and Culture	7,405,332	6,916,508	488,824	93%	7,789,668
Total Revenues	\$ 111,240,830	\$ 101,367,368	\$ 9,873,462	91%	\$ 94,984,546
Expenditures					
General Government	\$ 13,760,320	\$ 9,832,273	\$ 3,928,047	71%	\$ 9,517,751
Protective Services	23,092,614	15,339,408	7,753,206	66%	14,485,888
Transportation Services	13,288,546	9,802,402	3,486,144	74%	9,445,696
Environmental Services	30,212,373	16,385,782	13,826,591	54%	15,409,294
Social Services	1,744,348	1,504,117	240,231	86%	1,019,923
Planning and Development	4,961,730	3,955,306	1,006,424	80%	4,356,202
Recreation and Culture	24,121,587	16,546,249	7,575,338	69%	17,286,382
Total Expenditures	\$ 111,181,518	\$ 73,365,537	\$ 37,815,981	66%	\$ 71,521,136
Surplus/(Deficit)	\$ 59,312	\$ 28,001,831	\$ (27,942,519)		\$ 23,463,410
Other					
Contributed Assets	\$ -	\$ -	\$ -		\$ -
Surplus/(Deficit)	\$ 59,312	\$ 28,001,831	\$ (27,942,519)		\$ 23,463,410

RESERVE FORECAST

As at September 30, 2025

	Dec 31, 2023	Dec 31, 2024	Dec 31, 2025
Restricted Reserves			
Business Improvement District (BID)	\$ 1,046,414	\$ 361,414	\$ 361,414
Offsites	9,062,544	379,246	379,247
Public Municipal	169,186	169,186	169,186
Subdivision Prepaid Improvements	2,065,381	-	-
	\$ 12,343,525	\$ 909,846	\$ 909,847
Unrestricted Reserves			
General Government	\$ 8,572,043	\$ 11,542,474	\$ 9,257,532
Protective Services	2,725,281	4,110,872	4,473,033
Transportation Services	12,144,504	12,839,076	8,102,371
Environmental Services	17,056,912	17,851,578	10,376,035
Social Services	548,179	452,752	490,026
Planning and Economic Development	8,392,162	8,394,353	4,692,398
Recreation and Culture	10,124,765	3,240,869	2,039,665
	\$ 59,563,846	\$ 58,431,974	\$ 39,431,060
Total Reserves	\$ 71,907,371	\$ 59,341,820	\$ 40,340,907

RESERVE FUNDING VERIFICATION

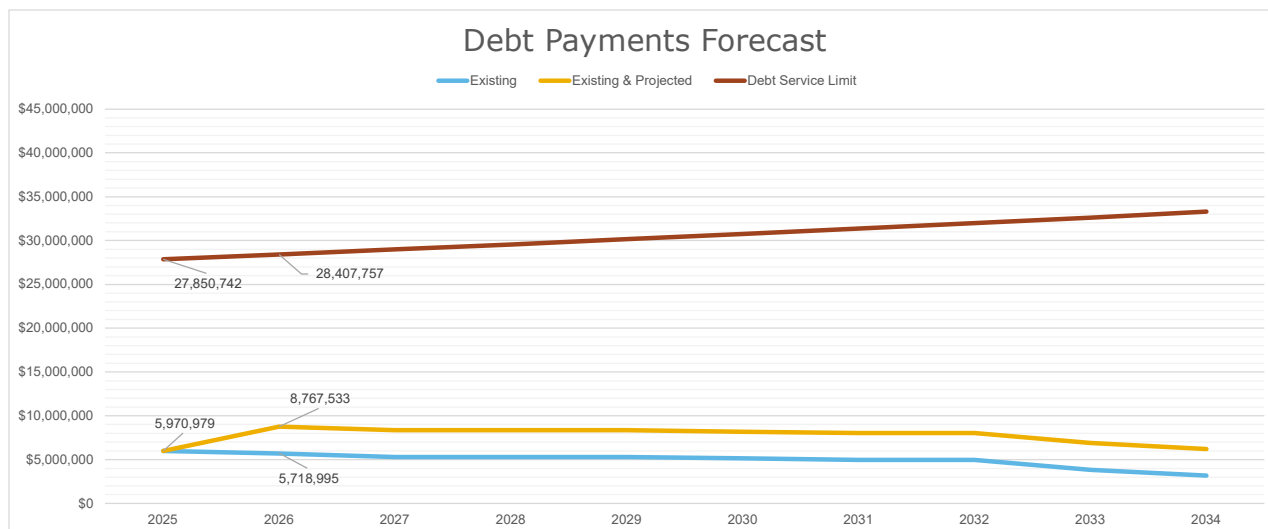
In reference to the Reserves Policy, the finance department has verified that the reserves are funded by demonstrating that cash and investments are greater than the total reserve balance.

	September 30, 2025
Cash	\$ 33,615,789
Investments	48,040,364
Total Liquid Assets	\$ 81,656,153
Restricted Reserves	\$ 909,846
Unrestricted Reserves	61,668,381
Deferred Offsites	9,147,334
Total Reserves	\$ 71,725,561

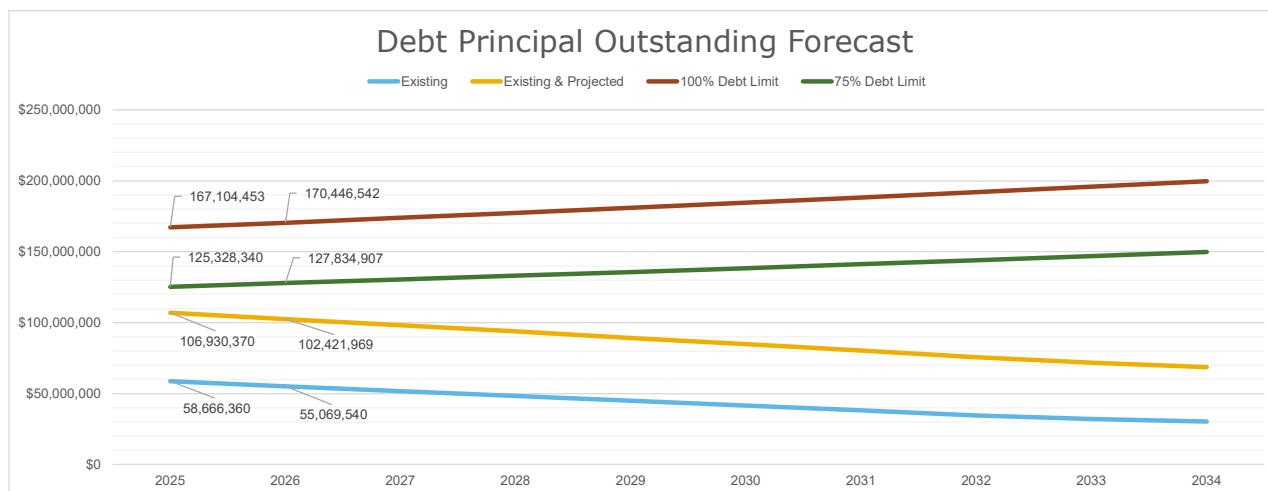
As at September 30, 2025, the balance of total liquid assets (cash and investments) \$81,656,153 is greater than the balance of total reserves (restricted and unrestricted) \$62,578,227 and offsites (deferred and receivable) \$9,147,334, which demonstrates that the reserves are adequately funded.

DEBENTURES DEBT PAYMENTS & PRINCIPAL FORECAST

For the years 2025-2034



Debt Service Limit: The City's annual debt payments cannot exceed 0.25 times the consolidated annual revenue (excluding capital grants and contributed assets)



Debt Limit: The City's total debt cannot exceed 1.5 times the consolidated annual revenue (excluding capital grants and contributed assets)

DEBENTURE SUMMARY

For the nine-month period ending September 30, 2025

	Division	Debenture	Bylaw Number	Year Borrowed	Term	Year Completed	Interest Rate	Amount Borrowed	Payment Amount	Outstanding Balance	Forecast Balance
Existing									(semi-annual)	Sep 30, 2025	Dec 31, 2025
	General Government	4001504 - Operations Centre	17-2012	2013	20	2033	3.033%	\$ 20,592,965	\$ 690,438	\$ 9,201,123	\$ 9,201,123
	Protective Services	4002750 - Fire Hall 1	02-2020	2020	10	2030	1.670%	2,500,000	158,355	1,513,193	1,367,473
	Protective Services	4001425 - RCMP Building	15-2010	2012	20	2032	2.942%	6,500,000	216,128	2,890,215	2,716,603
	Protective Services	4002987 - Fire Hall 1	08-2020	2021	20	2041	3.270%	2,800,000	95,918	2,431,340	2,375,174
	Transportation Services	4001795 - North South Corridor	08-2014	2014	20	2034	2.957%	5,500,000	183,128	3,014,193	2,875,630
	Environmental Services	4002039 - 2015 W&S Replacement Program	22-2015	2016	10	2026	1.860%	2,500,000	137,564	271,337	136,296
	Environmental Services	4002150 - 2016 W&S Replacement Program	19-2016	2016	10	2026	2.299%	1,850,000	104,068	305,162	204,602
	Environmental Services	4001831 - 25th Street Sanitary Trunk (Lakeside)	07-2014	2015	20	2035	2.511%	2,600,000	83,081	1,396,629	1,396,629
	Environmental Services	4001884 - 25th Street Sanitary Trunk (53 Avenue)	06-2015	2015	20	2035	2.718%	1,400,000	45,602	793,920	793,920
	Environmental Services	4002151 - Husky Land Purchase	07-2016	2016	20	2036	3.058%	1,292,346	43,428	836,793	806,160
	Environmental Services	4003035 - New Wastewater Treatment Plant	21-2018	2022	30	2052	3.840%	28,000,000	812,368	26,868,868	26,868,868
	Recreation & Culture	4001883 - Outdoor Pool	04-2015	2015	10	2025	1.835%	350,000	19,235	-	-
	Recreation & Culture	4002004 - Russ Robertson	23-2015	2016	10	2026	2.081%	1,365,000	75,951	75,169	75,169
	Recreation & Culture	4004293 - Cenovus Energy Hub	08-2025	2024	30	2054	4.910%	10,000,000	320,225	9,925,275	9,848,716
								\$ 87,250,311	\$ 2,985,490	\$ 59,523,216	\$ 58,666,360
Projected											
	Environmental Services	Landfill	-	-	-	-	-	-	-	-	4,612,000
	Environmental Services	North East Effluent Line	06-2023	-	-	-	-	-	-	-	6,400,000
	Environmental Services	New Wastewater Treatment Plant	21-2018	-	-	-	-	-	-	-	3,771,084
	Recreation & Culture	LGCC Maintenance Shop	-	-	-	-	-	-	-	-	3,100,000
	Recreation & Culture	Cenovus Energy Hub	08-2025	-	-	-	-	-	-	-	30,380,926
											\$ 48,264,010
											\$ 106,930,370
										Total	

CAPITAL BUDGET VS. ACTUAL

For the nine-month period ending September 30, 2025

		2025 Budget				
	Project Count	Actuals		Budget		Variance %
		(9 months)		(12 months)		(Budget Spent)
					Variance \$ (Budget Remaining)	
Projects						
Complete	39	\$	3,661,427	\$	4,660,987	\$ 999,561 79%
In Progress	80		35,732,498		81,032,590	45,300,092 44%
Not Started	13		-		6,634,625	6,634,625 0%
Total Projects	132	\$	39,393,925	\$	92,328,202	\$ 52,934,277 43%

For a detailed list of the 2025 capital budget vs. actual, please refer to Appendix 1.

		2024 Budget				
	Project Count	Actuals		Budget		Variance %
		(9 months)		(12 months)		(Budget Spent)
					Variance \$ (Budget Remaining)	
Projects						
Complete	51	\$	4,727,850	\$	5,993,289	\$ 1,265,439 79%
In Progress	73		48,451,819		108,892,771	60,440,952 44%
Not Started	17		-		7,660,125	7,660,125 0%
Total Projects	141	\$	53,179,669	\$	122,546,185	\$ 69,366,516 43%

APPENDIX 1 - CAPITAL BUDGET VS. ACTUAL DETAILED LIST

For the nine-month period ending September 30, 2025

	Actuals (9 months)	Budget (12 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	Project Status
Capital Projects & One-Time Expenditures					
100 - General Government					
132 - Information Technology					
2313227 - IT - Fibre Optics Network	22,314	22,314	-	100%	Complete
2413227 - IT - Upgrade Network Connectivity	33,852	35,000	1,148	97%	Complete
2513227 - IT - Upgrade Network Connectivity	107,984	107,984	-	100%	Complete
2513223 - IT - Data Centre Server Refresh (City Hall)	78,629	85,000	6,371	93%	In Progress
2513225 - IT - Desktop Hardware	61,336	100,000	38,664	61%	In Progress
2513226 - IT - Multi-Function Printers	14,083	20,000	5,917	70%	In Progress
	318,198	370,298	52,100	86%	
135 - Employee Relations					
2313501 - EMPREL - Employee Management System	196,200	350,000	153,800	56%	In Progress
2513501 - SAFETY - 1/2 Ton Truck	-	62,000	62,000	0%	In Progress
	196,200	412,000	215,800	48%	
140 - Building Services					
2514001 - BM - Electricians Vehicle	67,475	80,000	12,525	84%	Complete
2514002 - BM - RCMP Building 1st Floor Renovation	5,400	150,000	144,600	4%	In Progress
2514014 - BM - Operations Centre Warm Storage Overhead Doors Replacement	-	45,000	45,000	0%	In Progress
	72,875	275,000	202,125	27%	
200 - Protective Services					
230 - Fire Services					
2423009 - FIRE - Rehab and Command Trailer	55,496	56,000	504	99%	Complete
2523003 - FIRE - SCBA Retrofit	25,000	25,000	0	100%	Complete
2523004 - FIRE - T-Rex Aerial Recertification	-	500,000	500,000	0%	In Progress
2523006 - FIRE - Fire Station #2 Dorm Retrofit & Design	46,660	80,000	33,340	58%	In Progress
2523007 - FIRE - 3/4 Ton Truck - Unit (LF-C4)	63,859	95,000	31,141	67%	In Progress
2523005 - FIRE - Vehicle Headsets	-	20,000	20,000	0%	Not Started
	191,015	776,000	584,985	25%	
241 - 911 Services					
2224103 - RCMP/911 Services - NG 911 Call Management System	3,824	53,066	49,243	100%	In Progress
	3,824	53,066	49,243	7%	

	Actuals (9 months)	Budget (12 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	Project Status
300 - Transportation Services					
312 - Fleet Services					
2371250 - PARKS - (Unit 11-12) - 16 FT Riding Mower	216,020	226,800	10,780	95%	Complete
2532055 - ROADS - Street Sweeper (Unit 19-47)	468,883	575,000	106,117	82%	Complete
2532056 - ROADS - Street Sweeper (Unit 19-48)	468,883	575,000	106,117	82%	Complete
2532058 - ROADS - 3/4 Ton Truck (Unit 23-41)	63,289	75,000	11,711	84%	Complete
2542150 - WWTP - 3/4 Ton Truck (Unit 23-46)	63,289	75,000	11,711	84%	Complete
2542151 - WWTP - 3/4 Ton Truck (unit 23-63)	62,454	75,000	12,546	83%	Complete
2571250 - PARKS - Tree Chipper (Unit 16-21)	76,900	80,000	3,100	96%	Complete
2571251 - PARKS - 3/4 Ton Truck (Unit 23-40)	63,289	75,000	11,711	84%	Complete
2571254 - PARKS - 3/4 Ton Truck (Unit 23-64)	63,289	75,000	11,711	84%	Complete
2571255 - PARKS - 3/4 Ton Truck (Unit 23-65)	63,289	75,000	11,711	84%	Complete
2573102 - LGCC - Toro 3420D Triflex Greensmaster	72,543	125,000	52,457	58%	Complete
2573103 - LGCC - Utility Cart	16,204	20,000	3,796	81%	Complete
2573106 - LGCC - 15 x Golf Carts	152,715	165,000	12,285	93%	Complete
2331201 - Fleet Management Manual & Procurement Package	29,063	59,977	30,915	48%	In Progress
2522002 - PSAFTY - SUV (Unit 21-35)	-	95,000	95,000	0%	In Progress
2523002 - FIRE - Command Vehicle Replacement (Unit C3)	-	95,000	95,000	0%	In Progress
2531201 - FLEET - Fleet management software & implementation	-	200,000	200,000	0%	In Progress
2532057 - ROADS - Street Sweeper (Unit 19-49)	-	575,000	575,000	0%	In Progress
2532062 - Fleet - Slip-in Sand Spreader	-	164,000	164,000	0%	In Progress
2532063 - Fleet - Tandem Truck	-	346,000	346,000	0%	In Progress
2573101 - LGCC - Toro 3250D Greensmaster	-	110,000	110,000	0%	In Progress
2573104 - LGCC - Toro 4700 Groundsmaster	-	170,000	170,000	0%	In Progress
2573450 - AM - SP Ice Resurfacer (Unit 28-53)	-	160,000	160,000	0%	In Progress
2573650 - RR - SP Ice Resurfacer (Unit 28-52)	-	160,000	160,000	0%	In Progress
	1,880,110	4,351,777	2,471,668	43%	
320 - Roadway Services					
2432002 - ROADS - Arterial and Collector Roads 2024 Street Improvement Program – Construction Services	(322)	50,000	50,322	-1%	Complete
2432001 - ROADS - Transportation Master Plan - 2024 Update	53,973	212,040	158,067	25%	In Progress
2432008 - ROADS - 12 Street Functional Plan – 50 Avenue to 75 Avenue – Design Services	43,446	100,000	56,554	43%	In Progress
2432010 - ROADS - 75 Avenue Functional Plan – 12 Street to 44 Street – Design Services	40,547	90,000	49,453	45%	In Progress
2532006 - ROADS - 2025 Street Improvement Program – Construction - Various Locations	1,190,536	3,540,111	2,349,575	34%	In Progress
2532008 - ROADS - 75 Avenue Street Improvements between 12 Street and 19 Street	335,037	3,000,000	2,664,963	11%	In Progress
2532017 - ROADS - 40 Avenue and 44 Street Ditch and Roadway Widening	-	500,000	500,000	0%	In Progress
2532059 - ROADS - Public Transportation Phase 2	-	120,000	120,000	0%	In Progress
2532061 - ROADS - Road Matrix – Road & Sidewalk Condition Assessment	-	183,500	183,500	0%	In Progress
	1,663,218	7,795,651	6,132,433	21%	

	Actuals (9 months)	Budget (12 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	Project Status
340 - Airport					
2534008 - AIRPORT - Runway Gates	26,690	40,000	13,310	67%	In Progress
2534052 - AIRPORT - Airside Accessibility Washroom	-	25,000	25,000	0%	Not Started
	26,690	65,000	38,310	41%	
400 - Environmental Services					
350 - Stormwater Drainage					
2113605 - Northwest Drainage Channel – Phase III - Construction	480,698	700,000	219,302	69%	Complete
2213631 - STORM - East Drainage Channel Improvements Phase III – Lake K and Channel – Design & Construction	21,415	21,585	170	99%	Complete
2435003 - STORM - Lake K Clay Removal	9,685	26,613	16,928	36%	Complete
2135004 - Neale Edmunds Complex Easement Plan	1,500	1,700	200	88%	In Progress
2235001 - STORM - Neale Edmunds Easement Plan (Phase II)	3,000	3,000	-	100%	In Progress
2335016 - STORM - East Drainage Channel Improvements Phase IV – Channel – Design and Construction Services	-	40,000	40,000	0%	In Progress
2335017 - STORM - Northwest Drainage Channel Improvements Phase IV – Construction Services	9,976	3,656,659	3,646,683	0%	In Progress
2535001 - STORM - 75 Avenue East Drainage Improvement	58	750,000	749,942	0%	In Progress
2535002 - STORM - Larson Grove Storm Water Lift Station Upgrade	-	61,131	61,131	0%	In Progress
2535003 - STORM - River intake entrance road culvert replacement	-	250,000	250,000	0%	In Progress
2435002 - STORM - Neale Edmunds Landowner Crossing	-	65,000	65,000	0%	Not Started
2535004 - STORM - Easement Agreement - Neale Edmunds Complex	-	70,000	70,000	0%	Not Started
	526,332	5,645,688	5,119,356	9%	
410 - Water Services					
2541002 - WATER - 1-Ton Dump Truck	98,360	115,500	17,140	85%	Complete
	98,360	115,500	17,140	85%	
411 - Water Treatment Plant					
2241118 - WTP - Water System Assessment Study	2,137	27,656	25,520	8%	Complete
1841107 - Water Treatment Plant - Chemical Feeder System (Carbon)	-	30,325	30,325	0%	In Progress
1841108 - Water Treatment Plant - Chemical Feeder System (Lime)	47,811	220,526	172,714	22%	In Progress
2141116 - Water Treatment Plant - Ultraviolet Light Disinfection System (UV System)	1,179	15,000	13,821	8%	In Progress
2241035 - WTP - Old WTP and Old West End Reservoir Pump House Demolition and Site reclamation	-	352,951	352,951	0%	In Progress
2241107 - WTP - Ultraviolet Light Disinfection System	-	88,877	88,877	0%	In Progress
2541101 - WTP - Clarifier Structural Repairs, Drive and Tube Replacement	36,478	1,500,000	1,463,522	2%	In Progress
2541102 - WTP - River Intake Travelling Water Screen Replacement	557,332	1,025,000	467,668	54%	In Progress
2541103 - WTP - River Intake Fiber Installation	-	40,000	40,000	0%	Not Started
	644,937	3,300,335	2,655,398	20%	

	Actuals (9 months)	Budget (12 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	Project Status
420 - Wastewater Collection					
2342006 - WWC - Central Business District Replacement Program – Phase I – Construction Services	1,000	5,000	4,000	20%	Complete
2242002 - Wastewater Collection - Inflow/Infiltration Reduction Program	-	10,011	10,011	0%	In Progress
2342001 - WWC - Inflow/Infiltration Reduction Program	-	15,000	15,000	0%	In Progress
2342004 - WWC - NE Effluent Discharge Line	-	7,500,000	7,500,000	0%	In Progress
2542001 - WWC - 2025 Water and Sewer Replacement Program – Construction	1,358,025	2,745,000	1,386,975	49%	In Progress
2542005 - WWC - RV Sanitary Dump Station	-	100,000	100,000	0%	In Progress
2542006 - WWC - East-West Sanitary Trunk - Planning & Design	23,444	270,000	246,556	9%	In Progress
2542009 - WWC - Central Business District Replacement Program - Phase 2 - Design	21,199	100,000	78,801	21%	In Progress
	1,403,668	10,745,011	9,341,343	13%	
421 - Wastewater Treatment Plant					
1813602 - Engineering - Wastewater Treatment Plant	282,592	2,684,630	2,402,038	11%	In Progress
2442101 - WWTP - Lagoon Desludging	3,479	3,886,097	3,882,618	0%	In Progress
2542102 - WWTP - Sludge Management Facility - Conceptual Design, Detailed Design, and Construction	-	175,000	175,000	0%	Not Started
	286,071	6,745,727	6,459,656	4%	
430 - Solid Waste Services					
2343001 - SWASTE - Landfill Cell 1.4 - Design and Construction	47,050	150,000	102,950	31%	Complete
2543002 - SWASTE - Snow Blade	26,389	26,400	11	100%	Complete
2543003 - SWASTE - Grapple Bucket	34,000	44,275	10,275	77%	Complete
1843004 - Landfill - Residential Limit Program	-	10,000	10,000	0%	In Progress
2143004 - Landfill - Integrated Solid Waste Management Plan	46,022	138,619	92,597	33%	In Progress
2543001 - SWASTE - Landfill Operations Building, Entrance, and Scalehouse	-	4,644,625	4,644,625	0%	In Progress
2143001 - Landfill - Historic Landfill Closure Remediation	-	835,822	835,822	0%	Not Started
	153,461	5,849,741	5,696,280	3%	
600 - Planning & Development					
136 - Engineering					
2513617 - ENG - Survey Grade GPS Unit Replacement	53,727	55,000	1,273	98%	Complete
2513618 - ENG - Municipal Development Standards Update - Major	-	100,000	100,000	0%	In Progress
	53,727	155,000	101,273	35%	
610 - Planning & Development					
2261002 - PLANN - Land Use Bylaw Update	-	68,517	68,517	0%	In Progress
2361001 - PLANN - Intermunicipal Development Plan Update	-	200,000	200,000	0%	In Progress
2361002 - PLANN - Intermunicipal Collaboration Framework	-	88,245	88,245	0%	In Progress
2361004 - PLANN - Area Structure Plan - SW	3,098	86,750	83,653	4%	In Progress
	3,098	443,512	440,415	1%	

	Actuals (9 months)	Budget (12 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	Project Status
612 - Land Development					
2361210 - LAND - Parkview Lot Adjustment	-	24,361	24,361	0%	Complete
1961208 - Land Division - Contaminated Lot Cleanup (Old City Shop)	-	210,342	210,342	0%	In Progress
2261209 - LAND - Parkview 6-3 - Greenspace development	-	951,455	951,455	0%	In Progress
2361207 - LAND - North East Area Design	101,979	250,000	148,021	41%	In Progress
2361211 - LAND - Parkview Medium Density Lot Adjustment	1,068	192,500	191,432	1%	In Progress
2261206 - LAND - Parkview Phase 6-5 Design	-	200,000	200,000	0%	Not Started
2361202 - LAND - North East Area - Rail Design	-	20,000	20,000	0%	Not Started
2461204 - LAND - North East Phase 1 Lot Development	-	1,813,803	1,813,803	0%	Not Started
	103,048	3,662,460	3,559,412	3%	
700 - Recreation & Culture					
710 - Parks					
2471002 - BMASP - Bridge Replacement	180,897	190,000	9,103	95%	Complete
2471008 - LCSD - Turf Field	200,000	200,000	-	100%	Complete
2571006 - BMASP - Trail Rehabilitation	140,102	175,000	34,898	80%	In Progress
2271204 - PARKS - Ken Baker Park Redevelopment	55,358	300,000	244,642	18%	In Progress
	576,357	865,000	288,643	67%	
730 - Aquatic Centres					
2373001 - BAC - Loading Dock Expansion	8,535	20,000	11,465	43%	Complete
2573201 - ODP-Interior Renovations	103,779	175,000	71,221	59%	Complete
2573202 - ODP-Boiler Replacement	25,200	44,000	18,800	57%	Complete
2473001 - BAC Replace Air Conditioner Unit	85,500	130,000	44,500	66%	In Progress
	223,014	369,000	145,986	60%	
731 - Lloydminster Golf & Curling Centre					
2273118 - LGCC - Maintenance Shop Design	-	92,883	92,883	0%	In Progress
2473106 - LGCC - Engineering/Mechanical Design for Building	66,197	74,960	8,763	88%	In Progress
2573108 - PLNTOPS - LGCC Suction Line	24,989	50,000	25,011	50%	In Progress
2573111 - LGCC - Roof Rehabilitation (Partial)	162,293	300,000	137,707	54%	In Progress
2473101 - LGCC - Maintenance Shop Replacement	-	3,100,000	3,100,000	0%	Not Started
	253,479	3,617,843	3,364,364	7%	
733 - Servus Sports Centre					
2573301 - PLNTOPS - SSC Heat Exchanger building preheat Rebu	55,555	80,000	24,445	69%	Complete
2573306 - SSC - Table/Chair Replacement Initiative	35,348	37,500	2,152	94%	Complete
2573316 - SSC - Fieldhouses Floor Regeneration	114,805	125,000	10,195	92%	Complete
2573309 - PLNTOPS - SSC Condenser platform extension	-	48,000	48,000	0%	In Progress
	205,708	290,500	84,792	71%	

	Actuals (9 months)	Budget (12 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)	Project Status
734 - Arenas					
2373401 - AM - Feasibility Study	47,498	65,000	17,502	73%	In Progress
2373604 - RR - Design for Russ Robertson Expansion	26,296	26,840	544	98%	In Progress
2573604 - RR - Arena Cement Pad Replacement	1,225,799	1,942,609	716,811	63%	In Progress
2573606 - RR - Parking Lot Rehabilitation	-	130,000	130,000	0%	In Progress
2573705 - CEH - Zamboni Purchase	-	175,000	175,000	0%	Not Started
	1,299,593	2,339,449	1,039,857	56%	
740 - Recreation & Cultural Services					
2074008 - RECCUL - Multi-Use Sports Facility	29,204,981	33,897,244	4,692,263	86%	In Progress
	29,204,981	33,897,244	4,692,263	86%	
761 - Lloydminster Museum & Archives					
2476102 - WHP - Log Church Restoration	5,962	92,400	86,438	6%	In Progress
2576103 - LMA - Archives Operational Framework	-	95,000	95,000	0%	Not Started
	5,962	187,400	181,438	3%	
Total Capital Projects & One-Time Expenditures	\$ 39,393,925	\$ 92,328,202	\$ 52,934,277	43%	

APPENDIX 2 - OPERATING BUDGET VS. ACTUAL - BY FUND

TAXATION FUND

For the nine-month period ending September 30, 2025

	Current Year			
	2025 Budget (12 months)	2025 Actuals (9 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)
Revenues				
Municipal Taxes	\$ 49,962,810	\$ 49,965,032	\$ (2,222)	100%
Local Improvements	28,730	28,730	-	100%
Seamless Taxes	1,329,212	1,329,498	(286)	100%
User Fees & Sale of Goods	7,129,510	6,418,324	711,186	90%
Government Transfers for Operating	4,914,923	2,691,067	2,223,856	55%
Investment Income	3,000,000	2,207,258	792,742	74%
Penalties and Cost of Taxes	776,000	767,150	8,850	99%
Fine Revenue	485,000	336,787	148,213	69%
Development Levies	-	560,528	(560,528)	100%
Licenses and Permits	1,133,323	1,323,518	(190,195)	117%
Franchise and Concession Fees	8,522,218	6,539,963	1,982,255	77%
Donation	60,000	152,970	(92,970)	255%
Other Income	-	117,083	(117,083)	100%
Transfers from Reserves	2,532,416	2,482,416	50,000	98%
Gain on Disposal of Capital Assets	-	351,169	(351,169)	100%
Total Revenues	\$ 79,874,142	\$ 75,271,493	\$ 4,602,649	94%
Expenditures				
Seamless Education Requisitions	\$ 1,329,216	\$ 996,910	\$ 332,306	75%
Salaries, Wages & Benefits	38,862,017	26,554,722	12,307,295	68%
Contracted Services	23,509,009	15,509,380	7,999,629	66%
Goods and Materials	3,795,779	2,509,180	1,286,599	66%
Cost of Sales	360,400	333,647	26,753	93%
Transfers to Local Boards or Agencies	2,909,756	2,328,867	580,889	80%
Administration Overhead	(5,311,696)	(3,983,772)	(1,327,924)	75%
Interest on Long-Term Debt	1,901,465	806,304	1,095,161	42%
Principal Debt Payments	2,656,592	1,845,351	811,241	69%
Bank Charges	107,000	79,771	27,229	75%
Utilities	4,809,475	3,334,644	1,474,831	69%
Accretion Expense	-	-	-	0%
Transfers to Reserves	4,885,817	5,244,138	(358,321)	107%
Bad Debt	-	2,904	(2,904)	100%
Total Expenditures	\$ 79,814,830	\$ 55,562,046	\$ 24,252,784	70%
Surplus/(Deficit)	\$ 59,312	\$ 19,709,447	\$ (19,650,135)	
Other				
Contributed Assets	\$ -	\$ -	\$ -	
Surplus/(Deficit)	\$ 59,312	\$ 19,709,447	\$ (19,650,135)	

APPENDIX 2 - OPERATING BUDGET VS. ACTUAL - BY FUND

LAND FUND

For the nine-month period ending September 30, 2025

	Current Year			
	2025 Budget (12 months)	2025 Actuals (9 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)
Revenues				
User Fees & Sale of Goods	\$ 1,154,314	\$ 2,297,435	\$ (1,143,121)	199%
Other Income	-	30,000	(30,000)	100%
Total Revenues	\$ 1,154,314	\$ 2,327,435	\$ (1,173,121)	202%
Expenditures				
Salaries, Wages & Benefits	\$ 233,536	\$ 147,137	\$ 86,399	63%
Contracted Services	283,822	129,450	154,372	46%
Goods and Materials	1,510	2,405	(895)	159%
Cost of Sales	218,467	966,676	(748,209)	442%
Administration Overhead	200,000	150,000	50,000	75%
Utilities	3,641	3,514	127	97%
Transfers to Reserves	213,338	18,526	194,812	9%
Total Expenditures	\$ 1,154,314	\$ 1,417,708	\$ (263,394)	123%
Surplus/(Deficit)	\$ -	\$ 909,727	\$ (909,727)	
Other				
Contributed Assets	\$ -	\$ -	\$ -	
Surplus/(Deficit)	\$ -	\$ 909,727	\$ (909,727)	

APPENDIX 2 - OPERATING BUDGET VS. ACTUAL - BY FUND

UTILITY FUND

For the nine-month period ending September 30, 2025

	Current Year			
	2025 Budget (12 months)	2025 Actuals (9 months)	Variance \$ (Budget Remaining)	Variance % (Budget Spent)
Revenues				
User Fees & Sale of Goods	\$ 29,732,473	\$ 22,902,304	\$ 6,830,169	77%
Penalties and Cost of Taxes	82,400	72,906	9,494	88%
Development Levies	-	364,821	(364,821)	100%
Other Income	-	30,909	(30,909)	100%
Transfers from Reserves	397,500	397,500	-	100%
Total Revenues	\$ 30,212,373	\$ 23,768,440	\$ 6,443,933	79%
Expenditures				
Salaries, Wages & Benefits	\$ 4,749,561	\$ 3,503,154	\$ 1,246,407	74%
Contracted Services	4,496,240	3,295,361	1,200,879	73%
Goods and Materials	1,468,765	1,231,909	236,856	84%
Cost of Sales	42,500	9,181	33,319	22%
Administration Overhead	5,111,696	3,833,772	1,277,924	75%
Interest on Long-Term Debt	1,343,539	851,922	491,617	63%
Principal Debt Payments	1,359,287	1,036,603	322,684	76%
Bank Charges	42,800	32,581	10,219	76%
Utilities	2,610,191	1,729,855	880,336	66%
Accretion Expense	125,735	-	125,735	0%
Transfers to Reserves	8,852,059	853,659	7,998,400	10%
Bad Debt	10,000	7,785	2,215	78%
Total Expenditures	\$ 30,212,373	\$ 16,385,782	\$ 13,826,591	54%
Surplus/(Deficit)	\$ -	\$ 7,382,658	\$ (7,382,658)	
Other				
Contributed Assets	\$ -	\$ -	\$ -	
Surplus/(Deficit)	\$ -	\$ 7,382,658	\$ (7,382,658)	

 LLOYDMINSTER	City of Lloydminster Request for Decision (RFD)
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Subject Matter: 2025 Q3 City Manager Contingency Reserve Update
Department: Corporate Services
Presented By: Ryan Hill
Council Meeting Date: October 27, 2025

Recommendation:

That Council accept the 2025 Q3 City Manager Contingency Reserve Update, as presented.

Issue: 2025 Q3 City Manager Contingency Reserve commitments update.

Background: A few emergent, unexpected, or urgent expenses have arisen in the third quarter of 2025 which have been approved by the City Manager and funded through the City Manager Contingency Reserve. The nature of these expenses relates to various departments and should be reallocated from their respective reserves. The reserve was last replenished on March 10, 2025.

As per Reserves Policy No. 134-04, no resolution of Council is necessary for utilization of this reserve account and it will be replenished at year-end, or as approved by Council. There is currently no requirement for replenishment to the City Manager Contingency Reserve and an update is being brought forward to Council for information purposes only. Administration will continue to report and reconcile on a quarterly basis which will ensure the reserve balance is maintained.

The City's Reserve Policy No. 134-04 states the following:

City Manager Contingency	Established for emergency situations. This reserve will not require Council approval for withdrawal. The Reserve will be replenished by the end of each year, or as approved by Council.	Purchasing threshold for City Manager
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Options:

1. That Council accept the 2025 Q3 City Manager Contingency Reserve update, as presented.
2. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. The City Manager Contingency Reserve allows for quick, flexible responses to urgent or unexpected needs without waiting for Council approval, ensuring timely action and service continuity.

Legal Review: N/A

	City of Lloydminster Request for Decision (RFD)
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Governance Implications: Administration will bring back an agenda item to replenish the commitments made through the City Manager Contingency Reserve. This future item will propose which unrestrictive reserves will be used to replenish the City Manager Contingency Reserve.

Budget/Financial Implications: Administration will bring back an agenda item to replenish the commitments made through the City Manager Contingency Reserve. This future item will propose which unrestrictive reserves will be used to replenish the City Manager Contingency Reserve.

Environmental Implications: N/A

Report Approval Details

Document Title:	2025 Q3 City Manager Contingency Reserve Update.docx
Attachments:	- Appendix A - City Manager Contingency Reserve - Commitment Summary Q3 2025.pdf
Final Approval Date:	Oct 23, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Task assigned to Shannon Rowan was completed by delegate Adele Wakaruk

Dion Pollard

APPENDIX A
CITY MANAGER CONTINGENCY RESERVE - COMMITMENT SUMMARY

Presented: October 27, 2025

Request Date	Project	Replenishment Reserve Name	Replenishment Reserve GL Account	Amount	Reason	Operating/ Capital
Commitments						
Various	Balance From Q2 2025 Report	Various	Various	\$ 98,459	Various	Various
Jun 20, 2025	2573604 - RR - Arena Cement Pad Replacement	Recreation and Culture Capital Reserve	1-700-740-35170	22,440	Cost Increase	Capital (1)
Sep 29, 2025	2573309 - PLNTOPS - SSC Condenser Platform Extension	Recreation and Culture Capital Reserve	1-700-740-35170	13,000	Cost Increase	Capital (2)
Oct 6, 2025	Relocation of LGCC Property from CPKC Land.	Recreation and Culture Operating Reserve	1-700-740-34170	50,000	New Item	Operating (3)
Total Commitments				<u>\$ 183,899</u>		
Summary						
Balance as at Dec 31, 2025		City Manager Contingency	1-100-131-36110	\$ 500,000		
Less: Total Commitments		Above		(183,899)		
Forecasted Balance as at December 31, 2025		City Manager Contingency	1-100-131-36110	<u>\$ 316,101</u>		

Notes:

- (1) After construction began on the arena pad replacement, it was noticed that the tie beams had deteriorated. There is a cost increase to fix tie beams by encasing in concrete. Original budget for the project was \$1,920,169.
- (2) After obtaining quotes, additional budget was required before administration could award. Original budget for project was \$35,000.
- (3) The City received correspondence from CPKC advising that after a review of their property boundaries, a portion of the LGCC operations are located on CPKC property. Funding needed to move buildings, sand storage, material storage, fuel tanks, equipment, garbage dumpsters, and other miscellaneous items to City owned lot. This is an unbudgeted item.

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Reserves Policy No. 134-04
Department: Corporate Services
Presented By: Ryan Hill
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve Reserves Policy No. 134-04.

Issue: Administration conducted a review of the existing Reserves Policy and identified changes required to provide more clarity, consistency, and transparency.

Background: On October 20, 2025, Governance and Priorities Committee (GPC) meeting, Administration presented the amended Reserves Policy No. 134-04.

The Policy draft is appended as well as Schedule A, which outlines the recommended changes, with no further updates since it was presented to GPC.

All allocations to new and changed reserves are based on the forecast ending balance amounts and will occur with an effective date of December 31, 2025. Actual amounts allocated may change based on any year end adjustments.

Options:

1. That Council approve Reserves Policy No. 134-04.
2. That Council not approve Reserves Policy No. 134-04.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. The Reserves Policy is essential to maintain consistent standards for the management of Reserves.

Legal Review: N/A

Governance Implications: Policy has been reviewed in accordance with the governance review cycle period stipulated in the Records Management Bylaw 15-2022.

Budget/Financial Implications: The updated Reserves Policy will not have a financial impact to the 2025 budget. However, it will provide guidance for the year end and future financial processes.

Environmental Implications: N/A

	City of Lloydminster Request for Decision (RFD)
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Report Approval Details

Document Title:	RFD Reserves Policy No.134-04.docx
Attachments:	- Schedule A - Reserves Policy - Summary of Changes.pdf - Reserve Policy - 2025 Draft - For Council (2).pdf - Schedule B - Reserves Policy - Current vs Proposed Reserve Map.pdf
Final Approval Date:	Oct 23, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Shannon Rowan

Dion Pollard

Schedule A

Reserves Policy – Summary of Changes

New Items	
Fire Services Operating Reserve	Previously, operating items were funded from the Protective Services Operating Reserve. This segregation allows for better cost tracking as it relates to Fire Services operations and will assist in determining future allocations to reserves. The majority of the forecast ending balance of the existing Protective Services Operating Reserve will be allocated to the Fire Services Operating Reserve based on the future anticipated needs of the department.
Road Infrastructure Operating Reserve	Previously, operating items were funded from the Transportation Services Operating Reserve. This segregation allows for better cost tracking as it relates to Roadway Services operations and will assist in determining future allocations to reserves. Approximately 5/6 of the forecast ending balance of the existing Transportation Services Operating Reserve will be allocated based on the future anticipated needs of the department.
Stormwater Services Operating Reserve	Previously, operating items were from the Environmental Services Operating Reserve. This segregation allows for better cost tracking as it relates to Stormwater Services operations and will assist in determining future allocations to reserves. Approximately 1/3 of the forecast ending balance of the existing Environmental Services Operating Reserve will be allocated based on the future anticipated needs of the department.
Solid Waste Services Operating Reserve	Previously, operating items were from the Environmental Services Operating Reserve. This segregation allows for better cost tracking as it relates to Solid Waste Services operations and will assist in determining future allocations to reserves. Approximately 1/3 of the forecast ending balance of the existing Environmental Services Operating Reserve will be allocated based on the future anticipated needs of the department.
Cemetery Operating Reserve	Previously, operating items were from the Social Services & Cemetery Operating Reserve. This segregation allows for better cost tracking as it relates to Cemetery Services operations and will assist in determining future allocations to reserves. Approximately 1/2 of the forecast ending balance of the existing Social Services & Cemetery Operating Reserve will be allocated based on the future anticipated needs of the department.
Economic Development Operating Reserve	Previously, operating items were from the Planning & Economic Development Operating Reserve. This segregation allows for better cost tracking as it relates to Economic Development operations and will assist in determining future allocations to reserves. Approximately 1/2 of the forecast ending balance of the existing Planning & Development Operating Reserve will be allocated based on the future anticipated needs of the department.
Parks Services Operating Reserve	Previously, operating items were funded from the Recreation & Culture Operating Reserve. This segregation allows for better cost tracking as it relates to Parks Services operations and will assist in determining future allocations to reserves. Approximately 1/3 of the forecast ending balance of the existing Recreation & Culture Operating Reserve will be allocated based on the future anticipated needs of the department.

Lloydminster Golf & Curling Centre Operating Reserve	Previously, operating items were funded from the Recreation & Culture Operating Reserve. This segregation allows for better cost tracking as it relates to Lloydminster Golf & Curling Centre operations and will assist in determining future allocations to reserves. Approximately 1/3 of the forecast ending balance of the existing Recreation & Culture Operating Reserve will be allocated based on the future anticipated needs of the department.
Fire Services Capital Reserve	Previously, capital items were funded from the Protective Services Capital Reserve. This segregation allows for better cost tracking as it relates to Fire Services capital projects and will assist in determining future allocations to reserves. The majority of the forecast ending balance of the existing Protective Services Capital Reserve will be allocated to the Fire Services Capital Reserve based on the future anticipated needs of the department.
Solid Waste Services Capital Reserve	Previously, capital projects were funded from the Environmental Services Capital Reserve. This segregation allows for better cost tracking as it relates to Solid Waste Services capital projects and will assist in determining future allocations to reserves. Approximately \$3,000,000 of the forecast ending balance of the existing Environmental Services Capital Reserve will be allocated based on the future anticipated needs of the department.
Cemetery Capital Reserve	Previously, capital projects were from the Social Services & Cemetery Capital Reserve. This segregation allows for better cost tracking as it relates to Cemetery Services capital projects and will assist in determining future allocations to reserves. The majority of the forecast ending balance of the existing Social Services & Cemetery Capital Reserve will be allocated based on the future anticipated needs of the department.
Economic Development Capital Reserve	Previously, capital projects were funded from the Planning & Economic Development Capital Reserve. This segregation allows for better cost tracking as it relates to Economic Development capital projects and will assist in determining future allocations to reserves. The majority of the forecast ending balance of the existing Planning & Economic Development Capital Reserve will be allocated to the Planning & Development Capital Reserve, with a nominal amount left in the Economic Development Capital Reserve, based on the future anticipated needs of the department.
Parks Services Capital Reserve	Previously, capital projects were funded from the Recreation & Culture Operating Reserve. This segregation allows for better cost tracking as it relates to Parks Services capital projects and will assist in determining future allocations to reserves. Approximately 1/3 of the forecast ending balance of the existing Recreation & Culture Capital Reserve will be allocated based on the future anticipated needs of the department.
Lloydminster Golf & Curling Centre Capital Reserve	Previously, capital projects were funded from the Recreation & Culture Capital Reserve. This segregation allows for better cost tracking as it relates to Lloydminster Golf & Curling Centre capital projects and will assist in determining future allocations to reserves. Approximately 1/3 of the forecast ending balance of the existing Recreation & Culture Capital Reserve will be allocated based on the future anticipated needs of the department.

Changed	
Transportation Services Operating Reserve	The Transportation Services Operating Reserve will be renamed Airport Services Operating Reserve. With Roadway Services now having a newly created dedicated reserve and Fleet Services utilizing the Equipment Fleet Reserve, Airport is the only department that will be utilizing it, so re-naming it more accurately reflects who will be using the funds. Approximately 1/6 of the forecast ending balance of the existing Transportation Services Operating Reserve will be allocated based on the future anticipated needs of the department.
Environmental Services Operating Reserve	The Environmental Services Operating Reserve will be renamed Water/Wastewater Services Operating Reserve. With Stormwater and Solid waste now having newly created dedicated reserves, Water and Wastewater Services are the only departments that will be utilizing it, so re-naming it more accurately reflects who will be using the funds. Since the City has a combined water/wastewater rate, the reserve is also combined. If/when this rate is split, separate reserves would be recommended. Approximately 1/3 of the forecast ending balance of the existing Environmental Services Operating Reserve will be allocated based on the future anticipated needs of the departments.
Social Services & Cemetery Operating Reserve	The Social Services & Cemetery Operating Reserve will be renamed to the Social Services Operating Reserve. With Cemetery now having a newly created dedicated reserve, Social Services is the only department that will be utilizing it, so re-naming it more accurately reflect who will be using the funds. Approximately 1/2 of the forecast ending balance of the existing Social Services & Cemetery Operating Reserve will be allocated based on the future anticipated needs of the department.
Planning & Economic Development Operating Reserve	The Planning & Economic Development Operating Reserve will be renamed to the Planning & Development Operating Reserve. With Economic Development now having a newly created dedicated reserve, Planning & Development is the only department that will be utilizing it, so re-naming it more accurately reflect who will be using the funds. Approximately 1/2 of the forecast ending balance of the existing Planning & Economic Development Operating Reserve will be allocated based on the future anticipated needs of the department.
Recreation & Culture Operating Reserve	The Recreation & Culture Operating Reserve will be renamed Leisure Services Operating Reserve. With Parks Services and Lloydminster Golf & Curling Centre now having newly created dedicated reserves, re-naming it more accurately reflects who will be using the funds. Approximately 1/3 of the forecast ending balance of the existing Recreation & Culture Operating Reserve will be allocated based on the future anticipated needs of the department.
Capital Infrastructure Levy Reserve	Capital Programs Reserve will be renamed to Capital Infrastructure Levy Reserve and will be funded from the Infrastructure Levy that is levied to residents through property taxes. Previous Infrastructure Levies were transferred to General Government Capital Reserve and amounted to \$952,604: the amount of which will be transferred to the new Capital Infrastructure Levy Reserve.
Transportation Services Capital Reserve	The Transportation Services Capital Reserve will be renamed Airport Services Capital Reserve. Roadway Services and Fleet have their own dedicated capital reserves so Airport is the only department that utilizes it, so re-naming it more accurately reflects who will be using the funds.

	The forecast ending balance of the existing Transportation Services Capital Reserve will be allocated based on the future anticipated needs of the department.
Environmental Services Capital Reserve	The Environmental Services Capital Reserve will be renamed Water/Wastewater Services Capital Reserve. With Solid Waste now having newly created dedicated reserve, Water and Wastewater Services are the only departments that will be utilizing it, so re-naming it more accurately reflects who will be using the funds. Since the City has a combined water/wastewater rate, the reserve is also combined. If/when this rate is split, separate reserves would be recommended. Approximately \$5,979,689 of the forecast ending balance of the existing Environmental Services Capital Reserve will be allocated based on the future anticipated needs of the departments.
Social Services & Cemetery Capital Reserve	The Social Services & Cemetery Capital Reserve will be renamed to the Social Services Capital Reserve. With Cemetery now having a newly created dedicated reserve, Social Services is the only department that will be utilizing it, so re-naming it more accurately reflect who will be using the funds. The majority of the forecast ending balance of the existing Social Services & Cemetery Capital Reserve will be allocated to the Cemetery Capital Reserve, with a nominal amount left in the Social Services Capital Reserve, based on the future anticipated needs of the department.
Planning & Economic Development Capital Reserve	The Planning & Economic Development Capital Reserve will be renamed to the Planning & Development Capital Reserve. With Economic Development now having a newly created dedicated reserve, Planning & Development is the only department that will be utilizing it, so re-naming it more accurately reflect who will be using the funds. The majority of the forecast ending balance of the existing Planning & Economic Development Capital Reserve will be allocated to the Planning & Development Capital Reserve, with a nominal amount left in the Economic Development Capital Reserve, based on the future anticipated needs of the department.
Recreation & Culture Capital Reserve	The Recreation & Culture Capital Reserve will be renamed Leisure Services Capital Reserve. With Parks Services and Lloydminster Golf & Curling Centre now having newly created dedicated reserves, re-naming it more accurately reflects who will be using the funds. Approximately 1/3 of the forecast ending balance of the existing Recreation & Culture Capital Reserve will be allocated based on the future anticipated needs of the department.
Appendix A	Appendix A has been expanded to provide more information for each reserve, including: - Purpose - Source of Funding - Type of Expenditures - Authorization for Use - Duration - Interest Bearing - Account Numbers

Policy Title:	Reserves Policy	Policy Number:	134-04
Date of Adoption:	September 23, 2019	Motion Number:	251-2019
Date of Amendment:	December 12, 2022	Motion Number:	470-2022
Date of Amendment:		Motion Number:	

1. Purpose:

- 1.1. To provide a safeguard and assist with long term financial stability and financial planning.
- 1.2. To outline the goals and objectives related to the City's Reserves.
- 1.3. To ensure financial resources are available to maintain a viable and sustainable community.

2. Definitions:

Administration	An employee or contract employee of the City of Lloydminster.
City	The corporation of the City of Lloydminster.
Council	The municipal Council of the City of Lloydminster.
Member of Council	An individual elected pursuant to <i>The Local Government Election Act, 2015</i> (Saskatchewan) as a Member of Council.
Tangible Capital Asset (TCA)	A key component in the delivery of municipal services. Property, plant, or equipment of physical substance that meet the following criteria: • be held for use in the production or supply of goods and services, • have a useful economic life extending beyond one year, • is used on a continuing basis, and • is not for sale in the ordinary course of operations.

3. Objective:

- 3.1. Reserves shall be established and expanded to:
 - 3.1.1. ensure stable and predictable tax levies;
 - 3.1.2. provide for operating emergencies;
 - 3.1.3. finance new Tangible Capital Assets; and
 - 3.1.4. support the replacement of existing Tangible Capital Assets.

4. Scope:

- 4.1. This Policy applies to all Members of Council and Administration.

5. Guiding Principles:

5.1. Reserve Creation or Amendment

- 5.1.1. The creation of a new Reserve or amendment of an existing Reserve must be authorized by Council.
- 5.1.2. City Reserves are outlined in Appendix "A" of this Policy, and subject to Council changes and amendments.

5.2. Closure

- 5.2.1. The closure of an existing Reserve that has depleted its funds and Administration identifies it is no longer necessary can be closed.

5.3. Reserve Transaction

- 5.3.1. All Reserve transactions shall be authorized by Council in any of the following forms:
 - a. the annual Operating or Capital budget;
 - b. separate budget amendments; or
 - c. by Council resolution.
- 5.3.2. The City Manager Contingency Reserve shall be exempt from Section 5.3.

5.4. Reserves are at the discretion of Council, often as part of an overall strategy for funding programs or projects.

5.5. Reserves are segregated and restricted for specific purposes. In the City, a further distinction is made between Restricted and Unrestricted Reserves.

- 5.5.1. Restricted Reserve Funds are established by provincial or municipal legislation and can only be used for their prescribed purposes.
- 5.5.2. Unrestricted Reserves are established, based on Council's direction to fund current or future expenditures for which the City has the authority to spend money or to provide for a specific purpose. Unrestricted Reserve Funds can be further established to assist in funding operational requirements or capital replacements/long term capital programs or for other special purposes.

5.6. Reserves are generally used as a funding source to mitigate the impact of fluctuations in operating costs and revenue reductions over multiple budget cycles. Reserves help to eliminate fluctuating taxation rates resulting in a more horizontal tax rate with an incline for inflation.

5.7. Reserves do not typically earn interest unless it is established to earn interest by Council, a legal obligation, or legislated requirement.

- 5.8. Sponsorship and Advertisement Funds received will be allocated in accordance with the *Sponsorship and Advertising Policy*.
- 5.9. Operational Reserves may have a targeted optimal balance based on ten percent (10%) of the most current approved operating budget. Other Reserves may have a targeted optimal balance based on its intended purpose.

6. General Criteria:

- 6.1. Reserves shall be established, maintained, and used in accordance with the following general criteria:
 - 6.1.1. shall meet statutory and legislative requirements, City bylaws, policies, or Council direction; and
 - 6.1.2. shall meet accounting standards and must meet generally accepted accounting principles.

7. Policy Administration:

- 7.1. The Executive Manager, Corporate Services shall be responsible for:
 - 7.1.1. ensuring compliance with this Policy;
 - 7.1.2. ensuring that the Reserves are established and maintained;
 - 7.1.3. conducting an annual review of the Reserves and report annually in the Audited Financial Statements;
 - 7.1.4. recommending revisions or amendments to this Policy due to changes in applicable statutes, accounting standards or economy;
 - 7.1.5. ensuring allocations of Reserves, with the exception of the City Manager's Reserve, are supported in the adopted budget or by Council resolution;
 - 7.1.6. monitor the Optimal balance for continued contributions;
 - 7.1.7. monitoring that budgeted transfers to Capital Reserves correspond with the future capital expenditures identified in the 10-year capital plan; and
 - 7.1.8. presenting the annual year-end surplus allocation proposal from the City Manager and the Executive Leadership Team to Council for approval subsequent to the capital carry forward allocations being approved by Council.
- 7.2. Any remaining surplus balances shall be forwarded to related departments' operating or capital Reserve unless otherwise allocated by Executive Leadership Team or by Council.
- 7.3. In the event a department is in a deficit position, a draw from Reserves may be proposed to address the deficit.

- 7.4. The total amount of Reserves will be monitored on a quarterly basis to verify that Reserves are funded, and that the cash and investments are greater than the total Reserve balance.

8. Penalty:

- 8.1. Any staff member found to be in violation of this policy may be subjected to a disciplinary action. Such action may be dependent upon the nature of the breach of this policy; discipline may range from a verbal warning to dismissal with cause.
- 8.2. Any Member of Council found to be in violation of this policy may be dealt with utilizing the "*Council Code of Ethics Bylaw*" or provisions of "*The Lloydminster Charter*."

9. Responsibility:

- 9.1. City Council shall review and approve all policies.
- 9.2. Administration may administer this Policy through the use of a supporting procedure, as required.

Appendix A

Restricted - Municipal/Cash in lieu Reserve		
Purpose:	As outlined in Part 17 of the MGA 666(1)(b).	
Source of Funding:	Funds designated in accordance with Part 17 of the MGA 666(1)(b).	
Type of Expenditures:	Any prescribed purposes outlined by Part 17 of the MGA 666(1)(b).	
Target Balance:	N/A	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Municipal/Cash in lieu Reserve	1-100-130-32110

Restricted - Internal Offsites Reserves		
Purpose:	As outlined in the <i>Offsite Levy Bylaw</i> .	
Source of Funding:	Any internally generated funds designated as per the <i>Offsite Levy Bylaw</i> .	
Type of Expenditures:	Any prescribed purposes outlined by the <i>Offsite Levy Bylaw</i> .	
Target Balance:	N/A	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name	
	Number	
	Internal Offsites - Roads	1-300-320-33130
	Internal Offsites - Stormwater	1-300-350-33120
	Internal Offsites - Water	1-400-410-33100
	Internal Offsites - Wastewater	1-400-420-33110

Restricted - Subdivision Prepaid Improvement Reserve		
Purpose:	As outlined in Part 17 of the MGA 650(1).	
Source of Funding:	Funds designated in accordance with Part 17 of the MGA 650(1).	
Type of Expenditures:	Any prescribed purposes outlined by Part 17 of the MGA 650(1).	
Target Balance:	N/A	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Subdivision Prepaid Improvements	1-600-612-32150

Restricted - Business Improvement District		
Purpose:	Specifically designated funds for the improvement of the downtown district.	
Source of Funding:	Funds designated from the BID Levy.	
Type of Expenditures:	Expenditures related to the improvement of the downtown district.	
Target Balance:	N/A	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Business Improvement District (BID)	1-600-631-32111

Unrestricted Operating Reserves		
Purpose:	Established to assist in funding operational requirements and to mitigate the impact of fluctuations of operating costs and revenues of multiple budget cycles.	
Source of Funding:	Budgeted transfers as approved by Council and other sources as approved by Council.	
Type of Expenditures:	Any one time operating item that is not expected to occur in perpetuity.	
Target Balance:	10% of budgeted annual operating expenditures	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name	Number
	General Government	1-100-130-34110
	Protective Services	1-200-250-34120
	Fire Services	1-200-230-34121
	Road Infrastructure	1-300-320-34130
	Airport Services	1-300-340-34131
	Stormwater Services	1-300-350-37117
	Water/Wastewater Services	1-400-410-34140
	Solid Waste Services	1-400-430-34141
	Social Services	1-500-550-34150
	Cemetery	1-500-540-34151
	Planning & Development	1-600-610-34160
	Economic Development	1-600-630-34161
	Parks Services	1-700-710-34171
	Leisure Services	1-700-740-34170
	Lloydminster Golf & Curling Centre	1-700-731-34172

Unrestricted Capital Reserves		
Purpose:	Established to fund capital projects in the City's long term capital plan.	
Source of Funding:	Budgeted transfers as approved by Council and other sources as approved by Council.	
Type of Expenditures:	Existing and new tangible capital assets.	
Target Balance:	In alignment with the expected needs of the City's 10-Year Capital Plan approved in principal.	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name	Number
	General Government	1-100-130-35110
	Capital Infrastructure Levy	1-100-130-37110
	Protective Services	1-200-250-35120
	Fire Services	1-200-230-35121
	Equipment Fleet Reserve	1-300-312-37111
	Road Infrastructure	1-300-320-37112
	Airport Services	1-300-340-35131
	Stormwater Services	1-300-350-37116
	Water/Wastewater Services	1-400-410-35140
	Solid Waste Services	1-400-430-35141
	Social Services	1-500-550-35150
	Cemetery	1-500-540-35151
	Sale of City Land and Building	1-600-612-36114
	Planning & Development	1-600-610-35160
	Economic Development	1-600-630-35161
	Parks Services	1-700-710-35171
	Leisure Services	1-700-740-35170
	Lloydminster Golf & Curling Centre	1-700-731-35172

Innovation Reserve		
Purpose:	To explore innovative and creative solutions by Administration toward City efficiencies through a proposal to the City Manager and Executive Leadership Team.	
Source of Funding:	One-time transfers as approved by Council.	
Type of Expenditures:	Any Operating or Capital item as proposed by Administration related to the creation of efficiency.	
Target Balance:	\$250,000	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Innovation	1-100-130-36111

Resiliency Reserve		
Purpose:	For extraordinary and unforeseen expenditure requirements or revenue shortfalls. Used to minimize fluctuations of taxes levied and to manage cashflows.	
Source of Funding:	One-time transfers as approved by Council.	
Type of Expenditures:	Unforeseen, emergent items that arise throughout the year that are not part of the normal budgeting process.	
Target Balance:	10% of the annual municipal taxation levy (excluding the seamless levy)	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Resiliency	1-100-130-36112

City Manager Reserve		
Purpose:	To give the City Manager the flexibility to commit funds from one reserve without Council Approval so that City operations can operate in a seamless, efficient manner.	
Source of Funding:	Will be replenished at the end of each year, or as approved by Council. Funds for replenishment will come from existing reserves as approved by Council.	
Type of Expenditures:	For operating or capital expenditures that are time sensitive in nature or relatively small when compared to the overall City budget.	
Target Balance:	Purchasing threshold for City Manager.	
Authorization for Use:	City Manager	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	City Manager	1-100-131-36110

Safety Initiative		
Purpose:	To set aside funds as per the Automated Photo Enforcement Policy.	
Source of Funding:	Source of funding as per the Automated Photo Enforcement Policy.	
Type of Expenditure:	Expenditures as per the Automated Photo Enforcement Policy.	
Target Balance:	Target balance as per the Automated Photo Enforcement Policy.	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name	Number
	Safety Initiative	1-200-220-37114

Special Events Reserve		
Purpose:	To set aside funds specifically designated to attracting or holding special community events, including major events at Cenovus Energy Hub.	
Source of Funding:	All profits from events will replenish this reserve as well as one-time transfers as approved by Council.	
Type of Expenditures:	Operating expenditures related to special community events and major events at Cenovus Energy Hub.	
Target Balance:	\$500,000	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Special Events	1-700-740-36113

Arena Reserve		
Purpose:	To set aside funds for the Cenovus Energy Hub project.	
Source of Funding:	Budgeted transfers as approved by Council and other sources as approved by Council.	
Type of Expenditures:	Capital expenditures related to the construction of the Cenovus Energy Hub.	
Target Balance:	As required by the City's 10-Year Capital Plan	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Arena	1-700-740-36114

Public Art Reserve		
Purpose:	To set aside funds as per the Public Art Policy.	
Source of Funding:	Source of funding as per the Public Art Policy.	
Type of Expenditures:	Expenditures as per the Public Art Policy.	
Target Balance:	Target Balance as per the Public Art Policy.	
Authorization for Use:	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Public Art	1-700-740-36115

Lloydminster Museum & Archive Reserve		
Purpose:	To set aside funds for capital projects related to the Lloydminster Museum & Archives. This is where donations related to a new museum are held.	
Source of Funding:	Third Party Donations and one-time transfers as approved by Council.	
Type of Expenditure	New capital projects related to the Lloydminster Museum & Archives.	
Target Balance:	As required by the City's 10-Year Capital Plan	
Authorization for Use	Council	
Duration:	Ongoing	
Interest Bearing:	No	
Accounts:	Name Number	
	Lloydminster Museum & Archive	1-700-761-37115

Schedule B

Current vs Proposed Reserve Mapping

		Current	Proposed
Restricted		Municipal/Cash in lieu Reserve	Municipal/Cash in lieu Reserve
		Internal Offsites - Roads	Internal Offsites - Roads
		Internal Offsites - Stormwater	Internal Offsites - Stormwater
		Internal Offsites - Water	Internal Offsites - Water
		Internal Offsites - Wastewater	Internal Offsites - Wastewater
		Subdivision Prepaid Improvements	Subdivision Prepaid Improvements
		Business Improvement District (BID)	Business Improvement District (BID)
Unrestricted	Operating	General Government	General Government
		Protective Services	Protective Services Fire Services
		Transportation Services	Road Infrastructure Airport Services
		Environmental Services	Stormwater Services Water/Wastewater Services Solid Waste Services
		Social Services and Cemetery	Social Services Cemetery
		Planning & Economic Development	Planning & Development Economic Development
		Recreation and Culture	Parks Services Leisure Services Lloydminster Golf & Curling Centre
	Capital	General Government	General Government
		Capital Programs	Capital Infrastructure Levy
		Protective Services	Protective Services Fire Services
		Transportation Services	Equipment Fleet Reserve Road Infrastructure Airport Services
		Environmental Services	Stormwater Services Water / Wastewater Services Solid Waste Services
		Social Services and Cemetery	Social Services Cemetery
		Planning & Economic Development	Planning & Development Economic Development
		Recreation and Culture	Parks Services Leisure Services Lloydminster Golf & Curling Centre
	Other	Innovation	Innovation
		Resiliency	Resiliency
		City Manager Contingency	City Manager Contingency
		Safety Initiative	Safety Initiative
		Equipment Fleet Reserve	Moved Above
		Road Infrastructure	Moved Above
		Stormwater	Moved Above
		Sale of City Land and Building	Moved Above
		Special Events Reserve	Special Events Reserve
		Arena	Arena
		Public Art Reserve	Public Art Reserve
		LMA Reserve	LMA Reserve

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Investment Policy No. 134-05
Department: Corporate Services
Presented By: Ryan Hill
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve Investment Policy No.134-05.

Issue: Administration updated the Policy to provide clarity and create alignment with the *Financial Administration Bylaw*.

Background: On October 20, 2025, Governance and Priorities Committee (GPC) meeting, Administration presented the amended Investment Policy No. 134-05.

Update made subsequent to the GPC meeting on October 20, 2025:

- Liquidity Definition – strengthened the definition to say that principal cannot be lost.

The Policy draft is appended with the change made subsequent to the GPC meeting on October 20, 2025 highlighted in green. Schedule A outlines the recommended changes, with the change made subsequent to the GPC meeting on October 20, 2025 highlighted in green.

Options:

1. That Council approve Investment Policy No. 134-05 as.
2. That Council not approve Investment Policy No. 134-05.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. The Investment Policy is essential for Council and Administration to have guidance on investing public funds in a manner which will provide reasonable returns with maximum security while meeting the daily cash flow requirements of the City.

Legal Review: N/A

Governance Implications: Policy has been reviewed in accordance with the governance review cycle period stipulated in the *Records Management Bylaw 15-2022*.

Budget/Financial Implications: N/A

Environmental Implications: N/A

	City of Lloydminster Request for Decision (RFD)
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Report Approval Details

Document Title:	RFD Investment Policy No.134-05.docx
Attachments:	- Schedule A - Investment Policy - Summary of Changes (2).pdf - Investment Policy No. 134-05 - 2025 Draft - For Council (2).pdf
Final Approval Date:	Oct 22, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Task assigned to Shannon Rowan was completed by delegate Adele Wakaruk

Dion Pollard

Schedule A

Investment Policy – Summary of Changes

Changed	
2. Definitions – Financial Institution	Added 'Saskatchewan' to where Financial Institutions could be located. Previously only Alberta was indicated which may limit certain any Financial Institutions located solely on the Saskatchewan side.
2. Definitions - Liquidity	Aligned the definition of liquidity with section 3.2. Previously the definition stated that there should be minimal risk of losing principal – this has been strengthened to say principal cannot be lost.
3.1 Capital Preservation	Changed wording under 3.1.1 to clarify that principal must be 100% guaranteed – previously it did not specify what was guaranteed. Changed wording to clearly state that the principal must be guaranteed or backed by the financial institution submitting the investment tool. There was no need to say 'verses a third party' verbiage as that is redundant and causes confusion to the reader.
4. Scope	Consolidated the scope of which funds this policy pertains to. There are funds under management of the City, and funds that we need to invest in accordance to any contractual obligation the City enters into. All funds are managed the same unless a contractual obligation states otherwise.
5.2 Authorized Investments	Changed wording in 5.2.2 regarding who the City can invest with. We now point to the City's Financial Administration Bylaw as it clearly outlines each Financial Institution that we can invest with. Removed all related verbiage as it was redundant and was trying to speak to what was already outlined elsewhere. Removed 5.2.3 as it stated we could use other investment tools by being a member of a municipal association. The Financial Administration Bylaw outlines who we can invest with and so this can be removed.
CFO to EMCS	Throughout the document, changed Chief Financial Officer to Executive Manager, Corporate Services.
Appendix B	Changed notation as Servus Credit Union is now backed by Credit Union Deposit Corporation.

Policy Title:	Investment Policy	Policy Number:	134-05
Date of Adoption:	October 28, 2019	Motion Number:	282-2019
Date of Amendment:	March 28, 2022	Motion Number:	124-2022
Date of Amendment:			

1. Purpose:

- 1.1. To establish investment principles and guidelines.
- 1.2. To ensure proper practices and procedures to prudently invest public funds.
- 1.3. Outline eligible investments, strategies, constraints and compliance requirements to guide investment management and achieve the City's investment objectives.
- 1.4. Ensure responsible investment provides necessary financial resources and generates sustainable investment income in support of City operations.

2. Definitions:

Administration	An employee or contract employee of the City of Lloydminster.
Bonds	A fixed income investment in which an investor loans money to corporation, financial institution or government which borrows the funds for a defined period at a variable or fixed interest rate.
City	The corporation of the City of Lloydminster.
Conflict of Interest	A situation in which Administration has the potential for real or perceived personal or financial gain.
Council	The municipal Council of the City of Lloydminster.
DBRS	Dominion Bond Rating Services Ltd. detailed in Appendix A.
Financial Institution	A Schedule "1" Chartered Bank, agency of a bank, credit union, or any other financial institution carrying on business in Alberta or Saskatchewan

Liquidity	The ability to convert an investment into cash without loss of principal and/or earning a reasonable rate of return.
Long-Term Investments	Securities with maturities greater than one year.
Member of Council	An individual elected pursuant to <i>The Local Government Election Act, 2015</i> (Saskatchewan) as a Member of Council.
Schedule "1" Chartered Banks	Financial Institutions that are allowed to accept deposits and which are not subsidiaries of a foreign bank. Chartered banks receive their characters from the federal government under the Bank Act. Schedule "1" Chartered Banks are widely held.
Security or securities	Bonds, debentures, trust certificates, guaranteed investment certificates or receipts, certificates of deposit, deposit receipts, bills, and notes.
S&P	The Standard & Poor's Rating detailed in Appendix A.
Short-Term Investments	Securities with maturities of one year or less or cash held for investment purposes.

3. Objectives:

3.1. Capital Preservation:

The City recognizes its fiduciary responsibility for the safekeeping of public funds with which it has been entrusted. Safeguarding of principal is a primary objective of this Policy. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To assist in achieving this objective the City will ensure that sufficient diversification exists within its investment portfolio.

3.1.1. Principal must be 100% guaranteed or backed by the financial institution submitting the investment tool.

3.1.2. Maximum term for investments will be five (5) years.

3.2. Liquidity:

The City's investment portfolio will be sufficiently liquid to enable the City to meet its operating cash flow requirements which might be reasonably anticipated in the short and long term. For the purposes of this Policy, the City defines Liquidity as the ability to convert an investment into cash without loss of principal and/or earning a reasonable rate of return.

3.3. Return on Investment:

The City's investment portfolio will be effectively managed to ensure that an optimum rate of return is realized on all investments within the parameters of the objectives established within this Policy.

3.4. Compliance with *The Lloydminster Charter*:

The City will ensure that all investments purchased and owned by City of Lloydminster are in accordance with *The Lloydminster Charter*.

3.5. Risk:

At any given time, the total investments at any one financial institution cannot accumulate to over sixty percent (60%) of the reserve balance stated in the prior year's audited financial statements.

4. Scope:

4.1. This Policy applies to:

4.1.1. All Members of Administration and Council; and

4.1.2. To all funds under management by the City. Funds will be invested in accordance with any restriction or contractual obligations the City enters into.

5. Guiding Principles:

5.1. Authority/Responsibility to Implement

5.1.1. The City Manager is responsible for administrative compliance and monitoring of this Policy.

5.1.2. The City Manager may delegate responsibility to the Executive Manager, Corporate Services to establish and administer compliance with this Policy. Furthermore, the Executive Manager, Corporate Services shall:

- a. establish appropriate guidelines, procedures, and internal controls to achieve the objectives identified within this Policy;
- b. oversee overall implementation strategy process and ensures annual reviews of the Policy;
- c. ensure that non-negotiable cash and short-term investment certificates and records are maintained in the appropriate location at the City of Lloydminster; and
- d. report to Council on the investment activities undertaken by the City on a quarterly basis.

5.2. Authorized Investments

5.2.1. Appendix B: Schedule of Approved Investments identifies the Securities that the Executive Manager, Corporate Services can purchase on behalf of and in the name of the City.

5.2.2. The City will request a call for investment rates for each investment opportunity from all Financial Institutions outlined in the *Financial Administration Bylaw*.

5.3. Credit Quality

5.3.1. Long-Term Investments and Short-Term Investments in the portfolio will ensure preservation of capital and adhere to the credit quality restrictions in the Schedule of Approved Investments in Appendix B.

5.3.2. If a rating falls below A- or R-1 (low) after time of purchase, it shall be removed from the portfolio as soon as practical.

5.3.3. Securities must have a minimum rating of A- or R-1 (low) from the date of issue.

5.4. Ratings

5.4.1. All ratings in this Policy refer to the ratings of the DBRS or S&P.

5.5. Safekeeping and Custody

5.5.1. The Executive Manager, Corporate Services shall ensure that:

- a. all securities shall be held in the name of City;
- b. all securities shall be held for safekeeping by the financial institution where the investment accounts are maintained; and
- c. the financial institution shall issue a receipt to City listing the specific investment, interest rate, maturity, and other pertinent information. Quarterly (or at minimum annual basis), the financial institutions will provide reports which list all securities held for the City.

5.6. Conflict of Interest/Ethics

5.6.1. The Executive Manager, Corporate Services and all members of Administration involved in the investment process shall:

- a. avoid a Conflict of Interest, whether real or perceived; Administration shall report any conflict of interest to their direct supervisor;
- b. refrain from personal business activity that could conflict with the proper execution of their responsibilities, or which could impair the ability to make impartial decisions for the City. Employees shall provide written disclosure to their direct

supervisor regarding any material interests in financial institutions with which the City invests, and as a result of this relationship, they cannot use information gained in the bidding for the City for actual or perceived personal gain.

6. Penalty:

- 6.1. Any staff member found to be in violation of this Policy may be subjected to a disciplinary action. Such action may be dependent upon the nature of the breach of this Policy; discipline may range from a verbal warning to dismissal with cause.
- 6.2. Any Member of Council found to be in violation of this policy may be dealt with utilizing the "*Council Code of Ethics Bylaw*" or provisions of "*The Lloydminster Charter*."

7. Responsibility:

- 7.1. City Council shall review and approve all policies.
- 7.2. Administration may administer this Policy through the use of a supporting procedure, as required.

Appendix A

Debt Rating Comparison Chart

DEBT RATING COMPARISON CHART			
	Credit Quality	Credit Rating S&P	Credit Rating DBRS
Acceptable	Extremely Strong	AAA	R-1 (High)
	Very Strong	AA-, AA, AA+	R-1 (Mid)
	Strong	A-, A, A+	R-1 (Low)
Unacceptable	Adequate*	BBB-, BBB, BBB+	R-2 (High)
			R-2 (Mid & Low)
	Speculative	BB, BB+	
	Highly Speculative	B CCC CC	

DBRS RATING DEFINITION

The DBRS rating scale rates the creditworthiness of borrowers and issuers by rating their debt and other securities. The scale runs from R-1 to D. The R-1 and R-2 rating categories are further denoted by the subcategories "(high)", "(middle)", and "(low)".

R-1 (high) Highest credit quality. The capacity for the payment of financial obligations as they fall due is exceptionally high. Unlikely to be adversely affected by future events.

R-1 (middle) Superior credit quality. The capacity for the payment of financial obligations as they fall due is very high. Differs from R-1 (high) by a relatively modest degree. Unlikely to be significantly vulnerable to future events.

R-1 (low) Good credit quality. The capacity for the payment of financial obligations as they fall due is substantial. Overall strength is not as favorable as higher rating categories. May be vulnerable to future events, but qualifying negative factors are considered manageable.

R-2 (high) Upper end of adequate credit quality. The capacity for the payment of financial obligations as they fall due is acceptable. May be vulnerable to future events.

R-2 (middle) Adequate credit quality. The capacity for the payment of financial obligations as they fall due is acceptable. May be vulnerable to future events or may be exposed to other factors that could reduce credit quality.

R-2 (low) Lower end of adequate credit quality. The capacity for the payment of financial obligations as they fall due is acceptable. May be vulnerable to future events. A number of challenges are present that could affect the issuer's ability to meet such obligations.

S&P RATING DEFINITION

The S&P rating scale rates the creditworthiness of borrowers and issuers by rating their debt and other securities. The scale runs from AAA to D and intermediate ratings of (+) or (-) are offered at each level between AA and CCC (for example, BBB-, BBB and BBB+). S&P may also offer guidance (referred to as a credit watch) on whether it is likely to be upgraded (positive), downgraded (negative) or uncertain (neutral).

- Investment Grade:
 - AAA (extremely strong capacity to meet financial commitments);
 - AA-, AA, AA+ (very strong capacity to meet financial commitments);
 - A-, A, A+ (strong capacity to meet financial commitments but somewhat susceptible to adverse economic conditions and changes in circumstances);
 - BBB-, BBB, BBB+ (adequate capacity to meet financial commitments but more subject to adverse economic conditions).
- Non-Investment Grade:
 - BB, BB+ (less vulnerable in the near-term but faces major ongoing uncertainties to adverse business, financial and economic conditions);
 - B (more vulnerable to adverse business, financial and economic conditions but currently has the capacity to meet financial commitments);
 - CCC (currently vulnerable and dependent of favorable business, financial and economic conditions to meet financial commitments);
 - CC (highly vulnerable; default has not yet occurred, but is expected to be a virtual certainty);
 - C (currently highly vulnerable to non-payment, and ultimate recovery is expected to be lower than that of higher rated obligations).

Appendix B

Schedule of Approved Investments

Investment Description	DBRS Minimum Rating	Maximum Term of Maturity
Government:		
Security issued or guaranteed by: Federal or Provincial Government	R-1 (low)	5 years
Chartered Banks:		
Securities issued or guaranteed by: Schedule "1" Chartered Banks	R-1 (low)	5 years
Other Financial Institutions:		
Securities issued or guaranteed by:		
ATB Financial *	R-1 (low)	5 years
Servus Credit Union*	R-1 (low)	5 years
Synergy Credit Union*	R-1 (low)	5 years

* Approved institutional limit is reflected in 3.5 of this Policy.

* ATB deposits are 100% guaranteed by the Government of Alberta.

* **Servus** and Synergy Credit Union deposits are 100% guaranteed by Credit Union Deposit Guarantee Corporation.

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Debt Management for Capital Expenditures Policy No. 134-07
Department: Corporate Services
Presented By: Ryan Hill
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve Debt Management for Capital Expenditures Policy No. 134-07.

Issue: Administration updated the Policy to allow for borrowing from both provinces and to create alignment with *The Lloydminster Charter*.

Background: On October 20, 2025, Governance and Priorities Committee (GPC) meeting, Administration presented the updated Debt Management for Capital Expenditures Policy No. 134-07.

Schedule A outlines the recommended changes, with no further updates since it was presented to GPC.

Options:

1. That Council approve Debt Management for Capital Expenditures Policy No. 134-07.
2. That Council not approve Debt Management for Capital Expenditures Policy No. 134-07.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence.

Legal Review: N/A

Governance Implications: Policy has been reviewed in accordance with the governance review cycle period stipulated in the *Records Management Bylaw 15-2022*.

Budget/Financial Implications: N/A

Environmental Implications: N/A

	City of Lloydminster Request for Decision (RFD)
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Report Approval Details

Document Title:	RFD Debt Management for Capital Expenditures Policy No.134-07.docx
Attachments:	- Schedule A - Debt Managment for Capital Expenditures Policy - Summary of Changes.pdf - Debt Management for Capital Expenditures Policy No.134-07 - 2025 Draft - For Council (2).pdf
Final Approval Date:	Oct 22, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Task assigned to Shannon Rowan was completed by delegate Adele Wakaruk

Dion Pollard

Schedule A

Debt Management for Capital Expenditures – Summary of Changes

New Items	
Definition – The Cities Act	Added the act that allows the City to borrow from the Government of Saskatchewan. This was done so that the City can borrow from both the Alberta or Saskatchewan governments.

Changed	
What Can be Financed	Previously, 4.3.1 specifically stated that infrastructure was all that debt could be used for. The Lloydminster Charter already defines what the City can borrow for so this removed redundancy/potential conflict.
Who the City Can Borrow From	Previously, 7.1 stated that the City must obtain its debt from the Government of Alberta, unless a more advantageous rate can be obtained. Changed to also include the Government of Saskatchewan as an option to borrow from to increase the City's options.

Policy Title:	Debt Management for Capital Expenditures	Policy Number:	134-07
Date of Adoption:	December 14, 2020	Motion Number:	389-2020
Date of Amendment:	August 22, 2022	Motion Number:	316-2022
Date of Amendment:		Motion Number:	

1. Purpose:

- 1.1. To establish parameters of debt financing for capital expenditures and to maintain long-term viability of the City.
- 1.2. To establish guiding principles and appropriate controls for the issuance and use of new debt and to ensure an acceptable financial position while supporting the City's long-term capital plan.

2. Definitions:

Administration	An employee or contract employee of the City of Lloydminster.
City	The corporation of the City of Lloydminster.
Council	The municipal Council of the City of Lloydminster.
LACFA	<i>Local Authorities Capital Financing Act</i> is the legislating act providing local authorities with financing for capital expenditures with the Government of Alberta.
The Cities Act	<i>The Cities Act</i> is the legislating act providing local authorities with financing for capital expenditures with the Government of Saskatchewan.
Debenture	A medium to long-term financial instrument that is used to issue debt. Debentures are for a fixed term, established with a payment schedule for principal and interest for that term.
Intergenerational Equity	Fair and equitable distribution of long-term capital expenditures across the generations that benefit from the underlying assets.
Member of Council	An individual elected pursuant to <i>The Local Government Election Act, 2015</i> (Saskatchewan) as a Member of Council.

3. Scope:

- 3.1. This Policy applies to all Members of Council and Administration.

4. Guiding Principles:

- 4.1. The City may leverage debt as a financial tool to support the City's long-term financial plan and pursuit of Council's strategic priorities.
- 4.2. The City may leverage lease financing agreements as a financial tool. It is subject to an analysis that assesses the financial cost as well as other risks associated with a proposed lease. Upon completing the analysis proving leasing is a viable option, leasing is not subject to the requirements of this Policy.
- 4.3. To maintain a sound debt position, the following shall be adhered to:
 - 4.3.1. The City shall only consider debt to finance expenditures allowed by *The Lloydminster Charter* whose expenditure value exceeds \$1,000,000 unless otherwise approved by Council.
 - 4.3.2. The capital expenditure shall appear in the approved capital plan or as approved by Council.
 - 4.3.3. With the exception of specialized capital equipment with a useful life more than 10 years such as emergency equipment, the City shall not finance the purchase of machinery and equipment, such as vehicles, through debt.
 - 4.3.4. The term of debt financing shall not exceed the probable lifetime of the capital expenditure.
 - 4.3.5. Cost of debt financing associated with growth related capital expenditures shall be considered in calculations for future development levies where allowed by *The Lloydminster Charter*.

5. Debt Categories

- 5.1. For purposes of debt planning, management and reporting, debt is categorized into three (3) groups based on the nature of the capital expenditure and the funding source or combination of sources for debt servicing as follows:
 - 5.1.1. Tax Supported Debt - issued for capital expenditures where the debt servicing payments shall be repaid from tax-supported revenues such as property taxes, non-utility user fees, rent/lease, sponsorships, fines, licenses, permits and investment income.
 - 5.1.2. Local Improvement Supported Debt - issued for capital expenditures that benefit specific properties pursuant to an approved local improvement plan. Debt servicing payments shall be repaid from a combination of local improvement tax levies on

the benefitting properties and municipal revenue sources where the municipal portion does not exceed forty nine percent (49%).

- 5.1.3. User Fee Supported Debt - issued for capital expenditures where debt servicing, or a portion of, shall be repaid from user fees.

6. Debt Restrictions

- 6.1. The City shall further restrict the debt limit of the municipality to seventy-five percent (75%) of the amount established by the Debt Limit Regulation established by the *Municipal Government Act*, unless the capital expenditure is required for one or more of the following purposes:
- 6.1.1. legislative or regulatory requirements related to environmental or safety matters; or
 - 6.1.2. unexpected emergency or disaster, requiring a capital expenditure to replace damaged critical infrastructure.

7. Debt Issuance, Terms and Repayment:

- 7.1. Unless more advantageous interest rates can be obtained elsewhere, the City shall issue debt under *LACFA* from the Government of Alberta or under *The Cities Act* from the Government of Saskatchewan, unless otherwise approved by Council.
- 7.2. When establishing debt terms, consideration shall be given to the following factors:
- 7.2.1. cost minimization;
 - 7.2.2. availability of debt servicing funding;
 - 7.2.3. Intergenerational Equity;
 - 7.2.4. capital life cycle implications;
 - 7.2.5. long-term financial sustainability; and
 - 7.2.6. financial flexibility.
- 7.3. When a Debenture is fully paid and retired, the City shall assess the viability of maintaining equivalent or a percentage of payments into capital reserves.
- 7.4. Debt shall only be repaid before the scheduled repayment date if it appears to be financially beneficial to do so.

8. Reporting

- 8.1. Quarterly, the City shall report the debt limit, existing debt, and debt service limit to Council. Periodically, the City may report on debt related financial ratios which may include:
- 8.1.1. debt to capital;

- 8.1.2. debt to taxable property value;
 - 8.1.3. debt service payments as a percentage of tax supported revenue or expenditures, etc.
- 8.2. A multi-year debt guideline, corresponding debt servicing schedule, and funding strategy shall be maintained and consistent with the City's long-term capital plan and various master servicing plans.

9. Penalty:

- 9.1. Any staff member found to be in violation of this Policy may be subjected to a disciplinary action. Such action may be dependent upon the nature of the breach of this Policy; discipline may range from a verbal warning to dismissal with cause.
- 9.2. Any Member of Council found to be in violation of this Policy may be dealt with utilizing the *Council Code of Ethics Bylaw* or provisions of *The Lloydminster Charter*.

10. Responsibility:

- 10.1. City Council shall review and approve all policies.
- 10.2. Administration may administer this Policy through the use of a supporting procedure, as required.

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Proposed Amendments to the Business Expense Policy No. 134-10 and Travel Expense Policy No. 134-11
Department: Corporate Services
Presented By: Lindsay Organ
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve Business Expense Policy No. 134-10 to come into effect January 1, 2026.

That Council approve Travel Expense Policy No. 134-11 to come into effect January 1, 2026.

Issue: Proposed amendments to the Business Expense Policy No. 134-10 and the Travel Expense Policy No. 134-11.

Background: The Business Expense Policy No. 134-10 and Travel Expense Policy No. 134-11 provide guidance to Members of Council and Administration on incurring business and travel-related expenses.

Although separate, the two policies are closely linked and are best considered together. Last approved by Council in May 2022, they are scheduled for review in 2025 as part of the City's ongoing policy review cycle. These policies are key components of the City's internal control framework, helping to ensure accountable spending and establish clear, consistent boundaries for Council and Administration.

The proposed amendments aim to make the policies more straightforward with less ambiguity, align them with internal control best practices, and reinforce the requirement that all expenses be properly documented and authorized to support transparency and accountability.

Updates made subsequent to the GPC Meeting on October 20, 2025:

- Travel Expense Policy, section 7.7 – changed the deadline for submission and approval of reimbursement claims from one year to six months.
- Travel Expense Policy, section 12 – clarified that receipts are required to claim a reimbursement up to the full daily meal per diem (\$90/day). The flat-rate meal per diem (\$23/meal, \$69/day) remains available without receipts.

The policy drafts are appended, with new or significant changes clearly highlighted. Changes made subsequent to the GPC Meeting on October 20, 2025 have been highlighted in green. A detailed summary of all amendments to the policy was provided as support to the GPC Meeting on October 20, 2025 (Schedule A and B).

	City of Lloydminster Request for Decision (RFD)
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Options:

1. That Council approve all motions as indicated in the Recommendation above.
2. That Council not approve the motions as indicated in the Recommendation above.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence.

Legal Review: N/A

Governance Implications: Business Expense Policy No. 134-10 and Travel Expense Policy No. 134-11 will be updated.

Budget/Financial Implications: N/A

Environmental Implications: N/A

Report Approval Details

Document Title:	RFD Business Expense Policy No. 134-10 and Travel Expense Policy No. 134-11.docx
Attachments:	- 3. Business Expense Policy - 2025 Draft - For Council.pdf - 4. Travel Expense Policy - 2025 Draft - For Council.pdf
Final Approval Date:	Oct 22, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Task assigned to Shannon Rowan was completed by delegate Adele Wakaruk

Dion Pollard

Policy Title:	Business Expense Policy	Policy Number:	134-10
Date of Adoption:	May 9, 2022	Motion Number:	193-2022
Date of Amendment:		Motion Number:	

1. Purpose:

- 1.1. To guide Members of Council and Administration when incurring Business Expenses.

2. Definitions:

Administration	An employee or contract employee of the City of Lloydminster.
Business Expenses	An authorized expense incurred to acquire goods or services necessary for the provision of municipal services that demonstrates prudence, good judgement, moderation, and is defensible to an impartial observer.
City	The corporation of the City of Lloydminster.
Hospitality Expenses	The provision of meals and/or Refreshments to guests of the City or individuals otherwise not engaged in work for the City as a matter of courtesy, diplomacy, protocol, or to facilitate City business.
Member of Council	An individual elected pursuant to <i>The Local Government Election Act, 2015</i> (Saskatchewan) as a Member of Council.
Purchasing Card	A city issued Purchasing Card.
Receipt	Detailed itemized listing of individual products and services purchased, which must include the product description, unit price, subtotal, taxes and extended total.
Refreshments	Beverages or food (i.e. light snacks) or both, served between meals.
Supervisor	The person who directly oversees a Member of Council or Administration.

3. Scope:

3.1. This Policy applies to all Members of Council and Administration.

4. Purpose and Principles

4.1. Members of Council and Administration are expected to adhere to the following principles when incurring Business Expenses:

4.1.1. public funds are to be used prudently and responsibly with a focus on accountability and transparency;

4.1.2. Business Expenses must support the City's business objectives and Council's strategic plan;

4.1.3. Business Expenses must be demonstrated to be necessary and economical;

4.1.4. all Business Expenses incurred should be:

a. able to withstand the scrutiny of internal and external audits, as well as members of the public;

b. properly explained and documented;

c. reasonable; and

d. appropriate.

5. Supporting Documentation

5.1. Business Expenses are required to be supported by Receipts.

5.1.1. A description of the transaction must be provided when a Receipt does not provide an adequate description of the transaction.

5.1.2. If a Receipt cannot be provided, an attempt to obtain a duplicate Receipt from the merchant must be made. If a Receipt cannot be provided by the merchant, a missing Receipt declaration must be completed to validate the expense and be approved by the direct Supervisor.

5.2. Hospitality, meal, and Refreshment purchases must include a list of the names and positions of all people in attendance, and proof of prior Supervisor approval.

5.2.1. Approvals should be documented, such as an email or written note. Approvals can cover more than one purchase, if the purchases relate to the same activity or purpose. (i.e., ongoing purchases for a certain committee, ongoing

purchases for a specific project, purchases within a certain budget, etc.)

5.2.2. Notwithstanding 5.2, Supervisors may use employee engagement funds for meal and/or Refreshment expenses for their direct reports without needing prior approval.

5.3. All Business Expenses must be explained and documented, having regard to the principles set out in Section 4.

5.4. Business Expenses purchases must be coded to the appropriate financial account.

5.4.1. Hospitality, meal and Refreshment purchases have specific accounting codes that must be used for tracking. Finance will provide direction on appropriate coding.

5.5. The Executive Manager, Corporate Services or delegate will monitor Business Expense support for compliance and may request additional documentation.

6. Payment Method

6.1. The use of personal funds to pay for Business Expenses should be avoided whenever possible and used only when no other reasonable option is available.

6.2. A Purchasing Card is the preferred method of payment for Business Expenses within the parameters of the Purchasing Card Policy.

6.3. Business Expenses not eligible or suitable for payment with Purchasing Card should be processed through Accounts Payable (i.e., purchase order, payment request).

6.4. When a Business Expense is incurred for two or more members of Administration, the highest-ranking person present must pay for the expenditure and obtain the respective Receipt and supporting documentation.

6.5. Notwithstanding 6.4, administrative support may use their Purchasing Card to pay for Business Expenses in consultation with a Member of Council and/or Administration.

- 6.5.1. To ensure proper oversight, if administrative support use their Purchasing Card to pay for their Supervisor's Business Expenses, the Purchasing Card transaction must be approved by a Supervisor at a higher level. This prevents a Supervisor from approving their own Business Expenses.

7. Hospitality Expenses

- 7.1. A member of Administration must obtain **documented** pre-approval from their Supervisor to incur any Hospitality Expenses. This approval must be made having regard to the principles set out in Section 4.
- 7.2. Decisions to offer hospitality are carefully considered and determined necessary based on courtesy, diplomacy, protocol, or to facilitate the business of the City.
- 7.3. Members of Council and/or Administration alone are not eligible for Hospitality Expenses.
- 7.4. Hospitality Expenses should be limited to only those members of Administration and/or Council whose attendance is necessary.
- 7.5. The Meal Per Diem rates in the *Travel Expense Policy* should be used as a guideline for what a reasonable cost per person is when incurring Hospitality Expenses.
- 7.6. Tipping on Hospitality Expenses must not exceed 20%.
- 7.7. Alcohol is considered a personal expense and is not an allowable Hospitality Expense unless an exception has been pre-approved in writing by the City Manager. **This approval must be included with the support for the purchase.**

8. Internal Meal and Refreshment Expenses

- 8.1. Meals and Refreshments for Members of Council and/or Administration shall not be considered a Business Expense except for the following situations:
 - 8.1.1. meals may be provided when attendance is required during usual mealtimes, with no adequate break provided;

- 8.1.2. Refreshments may be provided when internal training or meetings exceed **three (3)** consecutive hours;
- 8.1.3. with approval from the City Manager or delegate, meals and/or Refreshments may be provided for employee events such as team building, staff appreciation, milestone celebrations, or recognition of extra efforts;
- 8.1.4. **as specified in any applicable union agreements.**

8.2. **The Meal Per Diem rates in the *Travel Expense Policy* should be used as the maximum allowable cost per person when incurring internal meal and Refreshment expenses.**

8.3. Tipping on internal meal expenses must not exceed 20%.

8.4. Alcohol may be served at City events with prior approval from the City Manager, **provided attendees cover the cost. Alcohol must be served responsibly and include the provision of food.**

9. Gift Cards

- 9.1. Gift cards may be considered a Business Expense at the discretion of the City Manager or in the following circumstances:
 - 9.1.1. as a prize for a member of the public for competitions, programs, or events; and
 - 9.1.2. volunteer appreciation for members of the public.
- 9.2. Gift cards must be purchased on a PCard. Gift cards purchased personally shall not be eligible for reimbursement.

10. Clothing

- 10.1. Clothing shall only be considered a Business Expense when it is provided as:
 - 10.1.1. a corporate gift;
 - 10.1.2. personal protection equipment; or
 - 10.1.3. as part of a uniform for public facing employees; or
 - 10.1.4. or as approved in advance by the City Manager.

11. Personal Loyalty Rewards

- 11.1. Members of Council and/or Administration may collect points/credits for loyalty programs while incurring Business Expenses. However, participation in these programs must not influence any Business Expenses, which must be incurred with the principles of Section 4 observed.

12. Penalty

- 12.1. Any member of Administration found to be in violation of this Policy may be subjected to disciplinary action. Such action may be dependent upon the nature of the breach of this Policy; discipline may range from a verbal warning to dismissal with cause.
- 12.2. Any Member of Council found to be in violation of this Policy may be dealt with utilizing the "*Council Code of Ethics Bylaw*" or provisions of the "*The Lloydminster Charter*".

13. Responsibility

- 13.1. City Council shall review and approve all policies.
- 13.2. Administration may administer this Policy through the use of a supporting procedure, as required.

Policy Title:	Travel Expense Policy	Policy Number:	134-11
Date of Adoption:	May 9, 2022	Motion Number:	194-2022
Date of Amendment:		Motion Number:	

1. Purpose:

- 1.1. To guide Members of Council and Administration when incurring Travel Expenses, and their entitlement to Per Diem Reimbursements.

2. Definitions:

Administration	An employee or contract employee of the City of Lloydminster.
Accommodations	A room or rooms rented out to a Member of Council or Administration that shall include but not be limited to hotels, motels, cabins, campgrounds, or home shares/rentals. Accommodations shall not apply to a private residence.
Incidental Per Diem	An expense allowance that covers miscellaneous expenses incurred when travelling a minimum of eight (8) consecutive hours.
Fleet	City owned vehicles, excluding Lloydminster RCMP and Lloydminster Fire Department equipment.
Travel Expense	An authorized expense incurred when a member of Council or Administration is required to leave the corporate boundaries of Lloydminster for the purposes of Professional Development or City business. This shall not include the provision of municipal services beyond corporate boundaries.
Meal Per Diem	A Reimbursement that covers expenses associated with subsistence.
Member of Council	An individual elected pursuant to the <i>Local Government Election Act, 2015 (Saskatchewan)</i> as a Member of Council.
Mileage Per Diem	A Reimbursement that covers expenses associated with the use of a personal vehicle.
Purchasing Card (PCard)	A city issued Purchasing Card.

Professional Development	Learning and development opportunities and activities to extend and broaden the scope of professional capabilities of Members of Council or Administration in relation to their role and responsibilities.
Supervisor	The person who directly oversees a Member of Council or Administration.
Receipt	Detailed itemized listing of individual products and services purchased, which must include the product description, unit price, subtotal, taxes and extended total.
Reimbursement	A payment made by the City to a Member of Council or Administration who has incurred an out-of-pocket expense related to a legitimate Business Expense.

3. Scope:

- 3.1. This Policy applies to all Members of Council and Administration when incurring Travel Expenses.

4. Purpose and Principles

- 4.1. Members of Council and Administration are expected to adhere to the following principles when incurring Travel Expenses:
- 4.1.1. public funds are to be used prudently and responsibly with a focus on accountability and transparency;
 - 4.1.2. Travel Expenses must support the City's business objectives and Council's strategic plan;
 - 4.1.3. Travel Expenses must be demonstrated to be necessary and economical;
 - 4.1.4. all Travel Expenses incurred should be:
 - a. able to withstand the scrutiny of internal and external audits, as well as members of the public;
 - b. properly explained and documented;
 - c. reasonable; and
 - d. appropriate.

5. Supporting Documentation

- 5.1. Travel Expenses are required to be supported by Receipts.
- 5.1.1. A description of the transaction must be provided when a Receipt does not provide an adequate description of the transaction.
 - 5.1.2. If a Receipt cannot be provided, an attempt to obtain a duplicate Receipt from the merchant must be made. If a Receipt cannot be provided by the merchant, a missing receipt declaration must be

completed to validate the expense and be approved by the direct Supervisor.

- 5.2. In addition to 5.1, proof of travel documentation is required for Travel Expenses such as the conference agenda, meeting invite, or travel itinerary.

- 5.2.1. If proof of travel documentation is not available, a written explanation of the reason for the travel must be provided.

- 5.3. All Travel Expenses must be explained and documented, having regard to the principles set out in Section 4.

6. Payment Method

- 6.1. The use of personal funds to pay for Travel Expenses should be avoided whenever possible (excluding Per Diems) and used only when no other reasonable option is available.

- 6.2. A Purchasing Card is the required method of payment for Travel Expenses.

- 6.3. Notwithstanding 6.2, a Purchasing Card should not be used to purchase expenses covered under a Per Diem allowance.

- 6.4. Supervisors may use their Purchasing Card to pay for Travel Expenses on behalf of their direct reports.

- 6.5. Administrative support may use their Purchasing Card to pay for Travel Expenses in consultation with a Member of Council and/or Administration.

- 6.5.1. To ensure proper oversight, if administrative support use their Purchasing Card to pay for their Supervisor's Travel Expenses, the Purchasing Card transaction must be approved by a Supervisor at a higher level. This prevents a Supervisor from approving their own Travel Expenses.

7. Reimbursement Approvals

- 7.1. All claims for Reimbursement shall be submitted to the direct Supervisor.

- 7.2. If the direct Supervisor is a beneficiary of the Travel Expense, then the claim for Reimbursement shall be submitted to a direct Supervisor at least one level higher.

- 7.3. Supervisors are accountable for their decisions when approving, which must be:

- 7.3.1. subject to good judgment and informed knowledge of the situation;

- 7.3.2. exercised in appropriate circumstances; and
- 7.3.3. compliant with the principles and requirements set out in this Policy.

- 7.4. Supervisors must document their rationale for approval decisions for each claim where they have exercised discretion.
- 7.5. Per Diems may be paid in advance, if approved by the Supervisor.
- 7.6. Per Diems will be paid in Canadian dollars equivalent to the currency of the country where the expenditures occurred based on the Bank of Canada exchange rate at the date the expense occurred.
- 7.7. A claim for Reimbursement or allowance must be made within a reasonable time after the expense or occasion giving rise to the claim. However, in no event may Reimbursement or allowance be approved more than six (6) months after that time, unless approved by the City Manager or delegate.
- 7.8. Approved Reimbursements must be submitted to the Finance department, who will appropriately review and issue payment.
- 7.9. The Executive Manager, Corporate Services or delegate will monitor Reimbursements for compliance and may approve or deny a claim.

8. Travel Approval

- 8.1. Prior to travel occurring or travel arrangements being made for any purposes, members of Administration shall obtain approval from their direct Supervisor. Depending on the destination, additional approval may be required:

Destination	Approval Required
Alberta and Saskatchewan	Direct Supervisor
Out-of-province (in Canada, but not Alberta or Saskatchewan)	Executive Manager
Out of Canada	City Manager

- 8.2. Members of Council shall seek approval by a resolution of Council to Travel outside of Canada or for any travel that exceeds their approved budget.
- 8.3. The use of luxury accommodation or travel, such as hotel suites, luxury rental vehicles, or first-class airfares, will not be authorized without justification and prior written approval by the City Manager.

9. Departure & Return

- 9.1. If a Member of Council or Administration would need to leave before 7:00 a.m. to arrive at their destination on time, it is reasonable to travel the day before.
- 9.2. If returning home would require travelling past 7:00 p.m., it is reasonable to stay an extra night and travel the next day.
- 9.3. Notwithstanding 9.1 and 9.2, Members of Council or Administration may request alternate travel dates (more than one day before or after an event) if it results in overall cost savings (e.g., discounted fares or lower travel costs), or if travel options are not available or reasonable for the required times.
 - 9.3.1. These alternate arrangements must be approved in advance by the Supervisor on a case-by-case basis.

10. Travel by Vehicle

- 10.1. Members of Council and/or Administration using a private vehicle for travel shall track their mileage and shall receive a kilometer Mileage Per Diem Reimbursement.
- 10.2. The Mileage Per Diem rate will match the rate set by the Canada Revenue Agency as of January 1 annually. This rate covers all personal vehicle expenses, including but not limited to fuel, insurance, and maintenance.
- 10.3. Rental vehicles or Fleet Units may be utilized if the nature of Travel necessitates the use of a vehicle or when they are a more economical option. Vehicle size should be the most economical and practical considering distance and number of passengers.
- 10.4. When more than one Member of Council and/or Administration are attending the same event, all attendees must coordinate travel arrangements where practical and/or possible (such as carpooling).
- 10.5. Members of Council and/or Administration shall only operate a City owned or leased vehicle if they have the appropriate class of driver's license for the vehicle they are going to operate and are legally able to operate the vehicle and have completed Fleet training for the City.
- 10.6. Anyone receiving a vehicle allowance shall not be eligible for Reimbursement for any mileage or expenses related to the use of their private vehicle within City limits.

11. Travel by Air

- 11.1. For airfare, the lowest available fare for the most direct route should be chosen. The cost effectiveness of the route selected should consider the fare cost as well as the impact on the employee's schedule and other related costs. Regional air travel should be considered when applicable.
- 11.2. Airfare should be booked sufficiently in advance to obtain a lower rate, and employees should try to take advantage of seat sales and advanced booking fares.

12. Travel Meals

- 12.1. When travelling, the maximum Meal Per Diems that may be claimed, with the submission of detailed receipts, are as follows:

Meal	Amount
Breakfast	\$20
Lunch	\$25
Supper	\$45
Daily Maximum	\$90

- 12.2. If a member of Council and/or Administration does not submit detailed receipts with their claim, they are entitled to receive a flat rate of \$23/meal (based on the CRA's reasonable flat rate per meal, as updated from time to time).

- 12.3. For each trip, a member of Council and/or Administration shall be reimbursed based on one method, either claiming with receipts or the flat-rate amount without receipts.

- 12.4. A member of Council and/or Administrations entitlement to Meal Per Diem is based on the time of departure and time of return of their travel, as per Schedule A.

- 12.5. A Meal Per Diem cannot be claimed when a meal was provided.

- 12.6. Notwithstanding 12.3, a member of Council and/or Administration may claim the true meal expense in excess of the limits set out in 12.1, when extraordinary circumstances outside their control make the maximum Meal Per Diem amount inadequate to cover the cost incurred. The member of Council and/or Administration should be able to demonstrate that the Meal Per Diem rates were insufficient to reasonably cover the cost incurred. Receipts must be provided.

13. Travel Incidentals

- 13.1. When travelling for a minimum of 8 consecutive hours, a Member of Council and/or Administration may claim an Incidental Per Diem. This Per Diem is to cover minor travel-related costs not otherwise specified in this Policy at a rate of \$17.

14. Travel Accommodations

- 14.1. Overnight travel must be pre-approved by the direct Supervisor, having given regard to the principles set out in Section 4, and the departure and return guidelines set out in Section 9.
- 14.2. When booking accommodations, preference should be given to host or sister accommodations. When not available, accommodation should be selected based on practical location and reasonable cost.
- 14.3. Private residences in lieu of Accommodations may be used and shall be eligible for Reimbursement at a rate of \$50 per night.

15. Other Travel Expenses

- 15.1. Other Travel Expenses are legitimate when they are shown to be required, including but not limited to:
 - 15.1.1. parking, vehicles for hire, and public transportation expenses;
 - 15.1.2. excess baggage charges where extra equipment is required; and
 - 15.1.3. charges for electronic communication.
- 15.2. When travelling on City business or attending conferences, optional conference events and personal entertainment are not considered legitimate Travel Expenses, unless there is a significant educational, learning, or networking opportunity. Such exceptions shall be subject to Supervisor approval and the department's budget.
- 15.3. Expenses related to a spouse/partner attending a business trip, conference, or event shall not be considered a legitimate Travel Expense, unless:
 - 15.3.1. an exception has been pre-approved in writing by the City Manager; or
 - 15.3.2. an organized event explicitly extends an invitation in writing to include a spouse/partner. In this case, only the cost of the event ticket will be reimbursed.

16. Travel Reporting

- 16.1. Members of Council and Executive Managers shall complete a quarterly Travel Expense report detailing their travel for City business, to be posted to the City's website.

17. Personal Loyalty Rewards

- 17.1. Members of Council and/or Administration may collect points/credits for loyalty programs while travelling on City business. However, participation in these programs must not influence any travel decisions, which must be incurred with the principles of Section 4 observed.

18. Penalty

- 18.1. Any member of Administration found to be in violation of this Policy may be subjected to disciplinary action. Such action may be dependent upon the nature of the breach of this Policy; discipline may range from a verbal warning to dismissal with cause.
- 18.2. Any Member of Council found to be in violation of this Policy may be dealt with utilizing the "*Council Code of Ethics Bylaw*" or provisions of the "*The Lloydminster Charter*".

19. Responsibility

- 19.1. City Council shall review and approve all policies.
- 19.2. Administration may administer this Policy through the use of a supporting procedure, as required.

Schedule A – Meal Per Diem Entitlement

Same Day Trips

		Return Time		
		12pm or Earlier	12pm - 6pm	After 6pm
Departure Time	Prior to 7am	Breakfast	Breakfast & Lunch	Breakfast, Lunch & Dinner
	7am - 12pm	NA	Lunch	Lunch & Dinner
	12pm - 6pm	NA	NA	Dinner
	After 6pm	NA	NA	NA

Overnight Travel - Day of Departure

Departure Time	Prior to 7am	Breakfast, Lunch & Dinner
	7am - 12pm	Lunch & Dinner
	12pm - 6pm	Dinner
	After 6pm	NA

Overnight Travel - Day of Return

Return Time	12pm or Earlier	Breakfast
	12pm - 6pm	Breakfast & Lunch
	After 6pm	Breakfast, Lunch & Dinner

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Draft 2026 Meeting Schedule
Department: Corporate Services
Presented By: Shannon Rowan
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve the Draft 2026 Meeting Schedule, as presented.

Issue: Administration is requesting Council approval for the Draft 2026 Council and Committee Meeting Schedule.

Background: The *Procedure Bylaw* requires City Council to establish the schedule for the upcoming year's Council and Committee Meetings no later than December 31 of each year. Amendments to the meeting schedule can be made by resolution at any future meeting. Administration has prepared the attached Draft 2026 Meeting Schedule for review. This schedule maintains Monday meeting dates and includes the annual budget review on November 4, 2026.

Options:

1. That Council approve the Draft 2026 Meeting Schedule, as presented.
2. That Council not approve the Draft 2026 Meeting Schedule.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. Setting the meeting schedule for a complete year provides timely public information on when meetings will be held.

Legal Review: N/A

Governance Implications: Approval of the 2026 Meeting Schedule prior to December 31 is in alignment with the *Procedure Bylaw*.

Budget/Financial Implications: N/A

Environmental Implications: N/A

	City of Lloydminster Request for Decision (RFD)
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Report Approval Details

Document Title:	Draft 2026 Meeting Schedule .docx
Attachments:	- DRAFT 2026 Meeting Schedule.pdf
Final Approval Date:	Oct 22, 2025

This report and all of its attachments were approved and signed as outlined below:

Adele Wakaruk

Task assigned to Shannon Rowan was completed by delegate Adele Wakaruk

Dion Pollard

Council Meeting Schedule

2026

Please note: All Council Meetings and GPC Meetings Commence at 1:30pm in Council Chambers

JANUARY							FEBRUARY							MARCH							APRIL						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
28	29	30	31	1	2	3	1	2	3	4	5	6	7	1	2	3	4	5	6	7	29	30	31	1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	8	9	10	11	12	13	14	5	6	7	8	9	10	11
11	12	13	14	15	16	17	15	16	17	18	19	20	21	15	16	17	18	19	20	21	12	13	14	15	16	17	18
18	19	20	21	22	23	24	22	23	24	25	26	27	28	22	23	24	25	26	27	28	19	20	21	22	23	24	25
25	26	27	28	29	30	31	1	2	3	4	5	6	7	29	30	31	1	2	3	4	26	27	28	29	30	1	2
1	2	3	4	5	6	7	8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9
														<i>Municipal Leaders Caucus</i>							<i>SUMA Conference</i>						
MAY							JUNE							JULY							AUGUST						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
26	27	28	29	30	1	2	31	1	2	3	4	5	6	28	29	30	1	2	3	4	26	27	28	29	30	31	1
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22
24	25	26	27	28	29	30	28	29	30	1	2	3	4	26	27	28	29	30	31	1	23	24	25	26	27	28	29
31	1	2	3	4	5	6	5	6	7	8	9	10	11	2	3	4	5	6	7	8	30	31	1	2	3	4	5
							<i>FCM Conference</i>																				
SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
30	31	1	2	3	4	5	27	28	29	30	1	2	3	1	2	3	4	5	6	7	29	30	1	2	3	4	5
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26
27	28	29	30	1	2	3	25	26	27	28	29	30	31	29	30	1	2	3	4	5	27	28	29	30	31	1	2
4	5	6	7	8	9	10	1	2	3	4	5	6	7	6	7	8	9	10	11	12	3	4	5	6	7	8	9
<i>AB Munis Convention</i>														<i>4th = Budget Review Meeting</i>													

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Public Art Policy No. 770-01
Department: Community Development Services
Presented By: Natalie Clysdale
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve Public Art Policy No. 770-01.

Issue: To provide Council with an updated Public Art Policy No. 770-01 for approval.

Background: The previous Public Art Policy (Policy) was approved at the June 21, 2021 Regular Council Meeting. This Policy provides direction to Administration regarding the City's Public Art Collection. The Policy also establishes the Public Art Advisory Committee (PAAC), which provides recommendations and advisory services for the procurement, display, and selection of public art.

Amendments presented at the September 8, 2025 Regular Council Meeting included:

- Definitions – addition of Asset Manager and Monuments.
- Item 4.2 – changed public art to be the property of the City and not actually a part of the museum collection, but follows the procedures of the museum collection.
- Item 6.3 – this item has been added for the maintenance of public art at facilities and identifies that Asset Managers are responsible for the public art at their facility or park.
- Item 7.1 - align issuance of official donation receipts with Donation Policy No. 134-12.
- Item 7.2 – addition of appraisal requirement.
- Item 7.3 – addition of clarity around costs associated with appraisals of public art by donors.
- Item 9.1 – change to the number of extended terms that members can have from one extended term to three extended terms.
- Item 10.1 – removed the office of the Executive Manager, Community Development Services as Administration utilizes forms on the City website for submission requests.
- Item 10.2 – amended approval by the Committee to providing recommendation to the City.
- Item 10.3.10 – added that the Committee may make a request to Council to waive ineligibility criteria.

Based on feedback provided at the September 8, 2025 Regular Council Meeting, the following changes were made:

- Item 3.1.1. – clarification on City owned facilities and exclusions listed.

Options:

1. That Council approve Public Art Policy No. 770-01.
2. That Council not approve Public Art Policy No. 770-01.

	City of Lloydminster Request for Decision (RFD)
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3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Quality of Life and Amenities, ensuring that the public have access to attractive public spaces to celebrate the art that exists within our community.

Legal Review: N/A

Governance Implications: This Policy will replace the current Public Art Policy.

Budget/Financial Implications: Per section 6 of the Policy, the City shall allocate a minimum of 1% of the annual capital surplus to the Public Arts Reserve.

Environmental Implications: N/A

Report Approval Details

Document Title:	Public Art Policy 770-01 Update 2025.docx
Attachments:	- Public Art Policy 770-01 - Amendments.docx
Final Approval Date:	Oct 15, 2025

This report and all of its attachments were approved and signed as outlined below:

Tracy Simpson

Shannon Rowan

Dion Pollard

Policy Title:	Public Art Policy	Policy Number:	770-01
Date of Adoption:	June 21, 2021	Motion Number:	222-2021
Date of Amendment:		Motion Number:	

1. Purpose

- 1.1. To establish clear and consistent guidelines for an equitable, and transparent process of acquisition, maintenance, deaccessioning, funding, and displaying of Public Art in City facilities or on City property.
- 1.2. To provide visual enrichment, and a welcoming environment in educational and cultural experiences in the City of Lloydminster through art.

2. Definitions

Administration	An employee or contract employee of the City of Lloydminster.
Applicant	The person or organization that is donating or selling Public Art to the City.
Asset Manager	The manager of the facility where the Public Art is located.
City	The corporation of the City of Lloydminster.
Deaccession	The formal process to permanently remove an object from the Public Art collection.
Member of Council	An individual elected pursuant to <i>The Local Government Election Act, 2015</i> (Saskatchewan) as a Member of Council.
Public Art	Refers to works of art that have been created or can be sited or staged. Includes but is not limited to sculptures, paintings, murals, mobiles, or signage.
Committee	The Public Art Advisory Committee.
Monuments	A statue, building, or other structure erected to commemorate a famous or notable person or event.

3. Scope

- 3.1. This Policy applies to:

3.1.1. all City owned, leased, and operated facilities and property (excluding Legacy Centre, Lloydminster Public Library, and Vic Juba Community Theatre);

- 3.1.2. all members of Administration and Council; and
- 3.1.3. the Public Art Advisory Committee.

4. Administration

- 4.1. Public Art installation projects shall be coordinated through Administration.
- 4.2. All Public Art shall be considered the property of the City of Lloydminster, utilizing the Lloydminster Museum's collections management procedures for administration.

5. Purchasing Public Art

- 5.1. The City shall purchase Public Art as per the City's *Procurement and Purchasing Policy*, as amended from time to time.
- 5.2. The City shall take over all copyright and moral rights from Applicants for purchased Public Art.

6. Public Arts Reserve

- 6.1. The City shall allocate a minimum of 1% of the annual capital surplus to the Public Arts Reserve.
- 6.2. The Public Arts Reserve shall fund the purchase, installation, and removal of all Public Art purchased or donated.
- 6.3. The City shall provide operational funds to Asset Managers for the maintenance of Public Art in their facility or park.

7. Public Art Donation Contributions

- 7.1. Cash donations may be submitted to the City for Public Art and shall be put into the Public Art Reserve to fund the purchase and/or installation of Public Art. Official donation receipts will be issued for cash donations over \$20, as per the *Income Tax Act of Canada*, in alignment with the *Donation Policy*, amended from time to time.
- 7.2. Charitable tax receipts can be issued for donations of Public Art provided a formal appraisal has been conducted by a third-party appraiser.
- 7.3. Costs associated with appraisals shall be the responsibility of the donor.

8. Donating Public Art

- 8.1. The City shall only accept donated art based on recommendations from the Committee.
- 8.2. The City shall take over all copyright and moral rights from Applicants for donated Public Art.
- 8.3. The City shall cover all costs of installation, maintenance, and removal of donated Public Art.

9. Public Art Advisory Committee

- 9.1. The Committee shall be appointed by City Council for a two-year term. Members may serve for a term of two (2) years and may be reappointed for a maximum of three (3) terms.
- 9.2. The Committee shall fulfill their function as designated by the Terms of Reference.
- 9.3. The Committee, with input from Administration, will consider the eligibility criteria based on the eligibility requirements outlined in Section 10.
- 9.4. The Committee shall consist of seven (7) members comprised as follows:
 - 9.4.1. one (1) Member of Council;
 - 9.4.2. three (3) members of Administration;
 - 9.4.3. three (3) members of the public.

10. Eligibility Requirements

- 10.1. Requests for the display of Public Art shall be submitted, in writing, to the Committee, and shall include at minimum the following information:
 - 10.1.1. the nature of the Public Art;
 - 10.1.2. artist information;
 - 10.1.3. connection to the Lloydminster community;
 - 10.1.4. size and dimensions of the Public Art;
 - 10.1.5. requested location;
 - 10.1.6. reason for the request;
 - 10.1.7. maintenance plan.
- 10.2. The Committee may recommend Public Art to be displayed in a City facility or on City property if one or more of the following applies:
 - 10.2.1. the Public Art has historical/cultural value for the community;
 - 10.2.2. it is in recognition of meritorious service;
 - 10.2.3. it contributes in a significant way to the development of the community or region;
 - 10.2.4. it is determined that the Public Art adds significant character or attractiveness to the City.
- 10.3. A request for the display of Public Art shall not be considered if it:
 - 10.3.1. exhibits any form of discrimination;
 - 10.3.2. is of religious nature;
 - 10.3.3. is of political nature or attempting to influence government policy;
 - 10.3.4. contains nudity or sexual connotation of any kind;
 - 10.3.5. exhibits violent acts or contain blood and gore;
 - 10.3.6. is for profit purposes;

- 10.3.7. exhibits imagery containing alcohol, cannabis, or any other drug paraphernalia;
- 10.3.8. involves corporate branding;
- 10.3.9. identify as an artifact as per the *Museum Collection Policy*, as amended from time to time.

10.4. Notwithstanding 10.3., the Committee may make a recommendation to Council to waive the ineligibility criteria in 10.3.

11. Deaccessioning

- 11.1. The City at its sole discretion reserves the right to remove Public Art from City facilities and property for any reason deemed necessary at any time.
- 11.2. The City shall dispose of Public Art as per the City's Asset Disposal Policy.

12. Penalty

- 12.1. Any member of Administration found to be in violation of this Policy may be subjected to disciplinary action. Such action may be dependent upon the nature of the breach of this Policy; discipline may range from a verbal warning to dismissal with cause.
- 12.2. Any Member of Council found to be in violation of this policy may be dealt with utilizing the "*Council Code of Ethics Bylaw*" or provisions of "*The Lloydminster Charter*."

13. Responsibility:

- 13.1. City Council shall review and approve all policies.
- 13.2. Administration may administer this Policy through the use of a supporting procedure, as required.

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Oil and Gas Development Policy No. 610-07
Department: Operations
Presented By: Natasha Pidkowa
Council Meeting Date: October 27, 2025

Recommendation:

That Council approve Oil and Gas Development Policy No. 610-07.

Issue: The City of Lloydminster does not currently have an Oil and Gas Development Policy. As such, this creates a gap in ensuring that public safety, infrastructure protection, and expectations of industry partners are consistently upheld when new oil and gas developments occur within the City.

Background: To ensure future oil and gas developments within City of Lloydminster corporate limits do not cause adverse impacts on urban growth or existing operations, it is necessary to adopt an oil and gas development policy.

The implementation of Policy No. 610-07 establishes consistent regulations and requirements for new oil and gas proposals, provides clarity for industry partners and empowers Administration to effectively manage and guide oil and gas developments within City of Lloydminster corporate limits.

Since presentation of the Oil and Gas Development Policy No. 610-07 at the September 15, 2025 Governance and Priorities Committee Meeting, changes are highlighted in yellow in attached Policy No. 610-07.

Options:

1. That Council approve Oil and Gas Development Policy No. 610-07.
2. That Council does not approve Oil and Gas Development Policy No. 610-07.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Community Safety and Well-Being. Adoption of the Oil and Gas Development Policy No. 610-07 intends to ensure that new oil and gas developments do not impede urban growth or create adverse impacts on City of Lloydminster residents.

Legal Review: Legislative Services has conducted a review of Oil and Gas Development Policy No. 610-07.

Governance Implications: Oil and Gas Development Policy No. 610-07 is a new policy.

	City of Lloydminster Request for Decision (RFD)
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Budget/Financial Implications: Processes established within Oil and Gas Development Policy No. 610-07 can be conducted within current staffing levels.

Environmental Implications: Oil and Gas Development Policy No. 610-07 establishes a safe and orderly coexistence between oil and gas facilities and urban development.

Report Approval Details

Document Title:	Policy No. 610-07, Oil and Gas Development Policy.docx
Attachments:	- Oil and Gas Policy No.610-07.docx
Final Approval Date:	Oct 20, 2025

This report and all of its attachments were approved and signed as outlined below:

Don Stang

Shannon Rowan

Dion Pollard

Policy Title:	Oil and Gas Development Policy	Policy Number:	610-07
Date of Adoption:		Motion Number:	
Date of Amendment:		Motion Number:	

1. Purpose:

- 1.1. To protect public infrastructure from excessive wear and tear as a result of Oil and Gas Development, while supporting open dialogue amongst all parties.
- 1.2. To ensure orderly, timely, and efficient urban growth is not impeded by existing or new Oil and Gas Development, while ensuring public safety and mitigating risks.
- 1.3. To support a high quality of life by preventing or reducing nuisance associated with Oil and Gas Development, including noise, dust, glare, fumes, and aesthetic impact.
- 1.4. To establish a framework for communication between Oil and Gas Producers/Operators and the public for future Oil and Gas Development Projects.

2. Definitions:

Administration	An employee or Contract employee of the City of Lloydminster.
Applicant	A Person that submits an application to the City of Lloydminster.
Council	The municipal Council of the City of Lloydminster
City	The corporation of the City of Lloydminster.
Developer	A Person that develops land within the City.
Development Authority	Persons appointed by Council, or a designate, responsible for carrying out the responsibilities of this Policy.
Industry	Refers to the Oil and Gas Industry in general.
Member of Council	An individual elected pursuant to <i>The Local Government Election Act, 2015</i> (Saskatchewan) as a Member of Council.

Oil and Gas Producer/Operator	A Person that develops oil and/or gas infrastructure of any kind within the City.
Person	An individual, a group of individuals, a corporation, firm, partnership, proprietorship, association, society or co-operative organization.
Road Use Agreement	An agreement regulating the use of roads in support of private interest.
Urban Development	Development of any kind within the municipal boundaries of the City of Lloydminster.

3. Procedures:

3.1. Road Use & Access:

- 3.1.1. **Oil and Gas Producers/Operators** shall enter into a Road Use Agreement with the City to address issues such as seasonal road use restrictions, requirement to use only specific routes such as dangerous goods and truck routes, road upgrades, and compensation for damages to roads by Industry.
- 3.1.2. A Road Use Agreement shall be in place prior to commencement of any work.
- 3.1.3. Access requests and approvals shall be directed to City of Lloydminster Planning Services.
- 3.1.4. All new access construction shall be inspected by the Director, Transportation & Parks Services, or their delegate, after completion.
 - a. Such inspection shall be conducted to ensure that accesses are constructed to adequately accommodate the level of use the Oil and Gas Development will be subject to.
 - b. Should the access not meet the requirements of the inspection described in 3.1.4, the Developer shall be required to address the recommendations made by the inspection prior to using the access.

3.2. Urban Growth:

- 3.2.1. All Urban Development shall maintain the minimum setbacks to existing facilities as required by Alberta Energy Regulator (AER) or equivalent Saskatchewan Authority.
- 3.2.2. **Developers may be required as part of an Area Structure Plan (ASP) or a Neighbourhood Structure Plan (NSP) to obtain a risk assessment or Environmental Impact Assessment (EIA) completed by an appropriate professional, for new Urban Development proposed to be located closer than two (2) times the applicable provincial regulations setback requirement from existing oil and gas facilities. At a minimum, the EIA should identify potential**

impacts on existing water features and wetlands, wildlife habitat, and plant species.

- 3.2.3. Notwithstanding the results of the EIA or risk assessment, the Development Authority may require a Developer to provide landscaping including but not limited to the development of tree lines or berms around existing Oil and Gas Development facilities as a condition of subdivision or development approval.
- 3.2.4. Where development occurs in proximity to already operating Oil and Gas Development facilities, the design of the development shall accommodate the ongoing needs of the Oil and Gas Producer/Operator, and which could include the provision of temporary emergency access while facilities remain in operation.
- 3.2.5. Where Urban Development is proposed around an abandoned well site, the work area shall be as required by the Alberta Energy Regulator (AER) or equivalent Saskatchewan Authority.
- 3.2.6. Urban development around an abandoned well shall be required to accommodate access to the well for maintenance purposes.
- 3.2.7. Abandoned wells shall be clearly identified during Urban Development construction phases to prevent accidental impact and damage.
- 3.2.8. Preparation of ASPs or NSPs shall involve the area oil and gas operators, mineral lease holders, and landowners where plan areas include Oil and Gas Development facilities. Further, ASPs and NSPs shall include mitigation strategies for development near existing Oil and Gas Development facilities.
- 3.2.9. NSPs shall include detailed information and maps of the plan area showing existing and abandoned facilities, type of facility, access roads and setback areas.

3.3. Communications:

- 3.3.1. Oil and Gas Producers/Operators shall provide public notification opportunities prior to submission of an application to the Alberta Energy Regulator (AER) or equivalent Saskatchewan Authority for development or energy exploration approval.
- 3.3.2. Public notification shall take the form of written correspondence or a public in-person or digital meeting, and shall provide at least the following:
 - a. the project description;
 - b. location of the proposal on a map in the context of greater Lloydminster;
 - c. dates of any scheduled public information sessions, company name; and
 - d. contact information for follow up questions.
- 3.3.3. The notification radius around a proposed project site should be a minimum of 1.6 km (approximately 1 mile).
- 3.3.4. The City may assist the Oil and Gas Producer/Operator in notifying affected Persons whose contact information is protected by the

Local Authority Freedom of Information and Protection of Privacy Act (LAFOIP), and in providing contact and location information for suitable information session venues.

3.4. Public Safety & Quality of Life:

- 3.4.1. Oil and Gas Producers/Operators shall install shallow water aquifer water monitoring wells downstream of resource wells and upstream of any potentially impacted domestic water wells where requested by the Development Authority.
- 3.4.2. Flare stacks may be permitted inside the City's municipal boundary in accordance with the regulations identified in the *Land Use Bylaw* as amended.
- 3.4.3. Oil and Gas Producers/Operators shall mitigate noise and light impacts on surrounding properties in accordance with the regulations identified in the Community Standards Bylaw as amended.
- 3.4.4. Oil and Gas Producers/Operators shall provide the City with applicable emergency response plans and contact information for their designated emergency response personnel.

3.5. Environment:

- 3.5.1. Oil and Gas Producers/Operators shall be responsible for controlling the propagation and spread of nuisance, noxious and invasive plant species during development activities, including but not limited to stripping and grading, excavating, access development, lease road development, road maintenance, pipeline trenching, and filling.
- 3.5.2. There shall be no disturbance of tree stands from April 15 to July 31 to protect migratory birds during the nesting season.
- 3.5.3. Reclamation activities shall be completed in a timely manner and sites shall be restored to pre-development or better condition.
- 3.5.4. Spills shall be reported and cleaned using industry best practices for containing and remediating spill sites.

4. Penalty:

- 4.1. Any member of Administration found to be in violation of this Policy may be subjected to disciplinary action. Such action may be dependent upon the nature of the breach of this Policy; discipline may range from a verbal warning to dismissal with cause.
- 4.2. Any Member of Council found to be in violation of this Policy may be dealt with utilizing the *Council Code of Ethics Bylaw* as amended, or provisions of *The Lloydminster Charter*.
- 4.3. Any Developer found to be in violation of this Policy may be dealt with on a

case-by-case basis in accordance with the applicable Bylaw in contravention.

5. Responsibility:

- 5.1. Council shall review and approve all policies.
- 5.2. Administration may administer this Policy through the use of a supporting procedure, as required.

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Bylaw No. 14-2025 Lakeside Area Structure Plan – Land Use Concept Amendment
Department: Operations
Presented By: Natasha Pidkowa
Council Meeting Date: October 27, 2025

Recommendation:

That Council grant second reading to Bylaw No. 14-2025, a bylaw to amend Lakeside Area Structure Plan Bylaw No. 09-2019 Land Use Concept, as per Schedule 'A'.

That Council grant third and final reading to Bylaw No. 14-2025, a bylaw to amend Lakeside Area Structure Plan Bylaw No. 09-2019 Land Use Concept, as per Schedule 'A'.

Issue: Planning Services received an application to amend Bylaw No. 09-2019, the Lakeside Area Structure Plan (ASP). The intention of this amendment is to amend Figure 4: Land Use Concept to reflect the need for additional small scale commercial lands.

Background: Located within the southwest corner of the City of Lloydminster, the Lakeside ASP identifies land use, infrastructure, and policy framework for the Lakeside neighborhood's logical completion.

The Developer submitted an application to amend Lakeside ASP Bylaw No. 09-2019 Figure 4: Land Use Concept from **Medium Density Residential** to **Lakeside Shopping Centre (Commercial)** as identified in the attached amending Bylaw No. 14-2025, Schedule 'A'. The purpose of the proposed amendment is to facilitate future small-scale commercial development within the Lakeside neighborhood.

Communication and Public Engagement: Notice of the proposed amendment was circulated to internal departments, external agencies, adjacent landowners and advertised in the local newspaper. No comments were received applicable to the amendment under consideration. Administration presented the proposed amendment to the Lakeside Area Structure Plan Bylaw No. 09-2019 during the September 15, 2025, Governance and Priorities Committee Meeting. A Public Hearing was advertised in the newspaper on October 9 and October 16.

There have been no changes to Bylaw No. 14-2025 Lakeside Area Structure Plan Bylaw Amendment since first reading was granted at the September 22, 2025 Regular Council Meeting. A Public Hearing was held during the October 27, 2025 Regular Council Meeting.

Options:

1. That Council approve all motions as indicated in the Recommendation above.
2. That Council not approve Bylaw No. 14-2025, a bylaw to amend Lakeside Area Structure Plan Bylaw No. 09-2019 Land Use Concept, as per Schedule 'A'.

3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. All decisions regarding amendments to the Area Structure Plan should be made to align with the City's higher level Planning Documents, including the Municipal Development Plan. Additionally, City of Lloydminster Bylaws and Policies provide predictability and transparency to residents, businesses, and developers.

Legal Review: Legislative Services has conducted a review of Bylaw No. 14-2025 Lakeside Area Structure Plan Bylaw Amendment.

Governance Implications: Bylaw No. 14-2025 must be approved prior to the approval of Bylaw No. 15-2025 Land Use Bylaw Amendment and in accordance with City policies.

Budget/Financial Implications: N/A

Environmental Implications: N/A

Report Approval Details

Document Title:	Bylaw No. 14-2025, Lakeside Area Structure Plan Land Use Concept Amendment.docx
Attachments:	- Bylaw No.14-2025 Lakeside Area Structure Plan Amending Bylaw.docx - Location Sketch_Bylaw 14-2025.docx
Final Approval Date:	Oct 20, 2025

This report and all of its attachments were approved and signed as outlined below:

Don Stang

Shannon Rowan

Dion Pollard

BYLAW NO. 14-2025

A BYLAW OF THE CITY OF LLOYDMINSTER IN THE PROVINCES OF ALBERTA AND SASKATCHEWAN TO AMEND BYLAW NO. 09-2019, BEING THE LAKESIDE AREA STRUCTURE PLAN BYLAW OF THE CITY OF LLOYDMINSTER

WHEREAS *The Lloydminster Charter* provides authority to City Council to amend bylaws;

NOW THEREFORE the Council of the City of Lloydminster deems it necessary to amend Bylaw No. 09-2019, being the Lakeside Area Structure Plan Bylaw of the City of Lloydminster; and

NOW THEREFORE, the Council of the City of Lloydminster, pursuant to the authority granted in *The Lloydminster Charter*, enacts as follows:

1. SHORT TITLE

1.1. This Bylaw shall be cited as the Lakeside Area Structure Plan Bylaw Amendment.

2. AMENDMENT

2.1. The Land Use Concept Map, being Figure 4 of the Lakeside Area Structure Plan is hereby amended in the following manner to incorporate the change as to:

All that portion of land contained as shown in Schedule 'A' attached hereto, and forming part of this Bylaw from:

Medium Density Residential

to

Lakeside Shopping Centre (Commercial)

3. NUMBER AND GENDER REFERENCES

3.1. All references in this Bylaw will be read with such changes in number and gender as may be appropriate according to whether the reference is to a male or female person, or a corporation or partnership.

4. SEVERABILITY

4.1. Every provision of this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

BYLAW NO. 14-2025

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

INTRODUCED AND READ a first time this 22nd day of September, 2025, A.D.

PUBLIC HEARING held this 27th day of October, 2025, A.D.

READ a second time this ___ day of ____, 20XX, A.D.

READ a third time this ___ day of ____, 20XX, A.D.

Date Signed

MAYOR

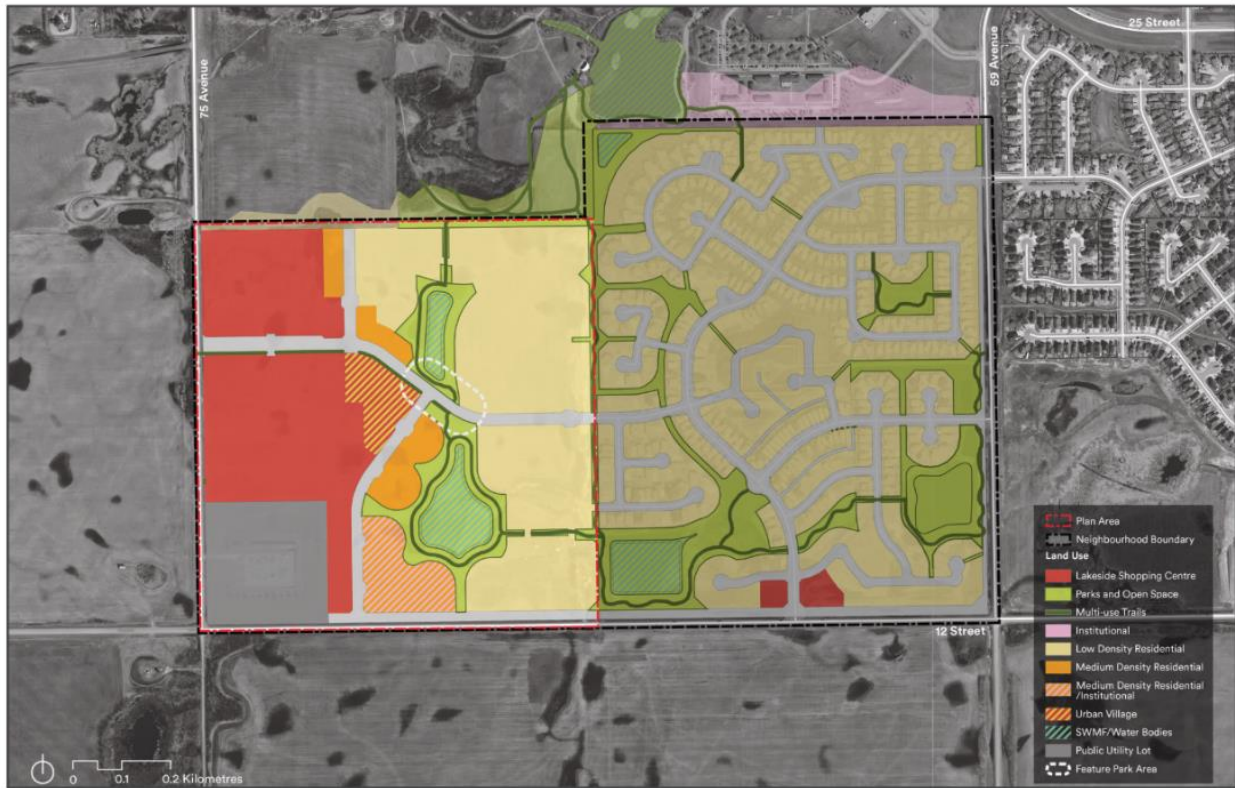
Date Signed

CITY CLERK

BYLAW NO. 14-2025

SCHEDULE 'A'

Plan of Proposed Lakeside Area Structure Plan Amendment



Location Sketch



0 250 500
Metres

Subject Lands
Legal Parcel

Existing Building

	City of Lloydminster Request for Decision (RFD)
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Subject Matter: Bylaw No. 15-2025 Land Use Bylaw Map Amendment
Department: Operations
Presented By: Natasha Pidkowa
Council Meeting Date: October 27, 2025

Recommendation:

That Council grant second reading to Bylaw No. 15-2025, a bylaw to amend the Land Use Maps, being:

- Figure 3: Land Use District and Overlay Map;
- Part 9, Map 3: Land Use District and Overlay Map;
- Part 9, Map 5: Land Use District and Overlay Map: City Index; and
- Part 9, Map 5: Land Use District and Overlay Map: Section V

to Bylaw No. 05-2025 as per Schedule 'A'.

That Council grant third and final reading to Bylaw No. 15-2025, a bylaw to amend the Land Use Maps, being:

- Figure 3: Land Use District and Overlay Map;
- Part 9, Map 3: Land Use District and Overlay Map;
- Part 9, Map 5: Land Use District and Overlay Map: City Index; and
- Part 9, Map 5: Land Use District and Overlay Map: Section V

to Bylaw No. 05-2025 as per Schedule 'A'.

Issue: Planning Services received an application to amend Bylaw No. 05-2025, the Land Use District and Overlay Maps. The intention of this amendment is to redistrict the subject lands as identified below from Transitional (T) District to General Commercial (GC) District.

The purpose for each of the above noted Districts, per Land Use Bylaw No. 05-2025, are as follows:

Transitional (T) District *"provides a limited range of agricultural and rural land use activities in a relatively undeveloped state to facilitate orderly, efficient, and logical extension of urban servicing and development in the future";* and

General Commercial (GC) District *"provides opportunities for a variety of commercial development on primary commercial areas of the City not abutting highways."*

Background: Land Use Bylaw No. 05-2025 was approved by Council at the June 9, 2025 Regular Council Meeting. Since that time, Administration received an application to amend the Lakeside Area Structure Plan (ASP) and Land Use Bylaw.

The proposed amendment applies to the subject lands identified as:

Subject Lands (legal description): Part of Lot 4, Block 16, Plan 202 0044 within S.W.¼ Sec.26-Twp.49-Rge.1-W4M

Area: Approximately 0.986 hectares (2.44 acres)

Future Land Use: Residential

Current Land Use: Transitional (T) District

The Applicant has applied to amend Land Use District and Overlay Maps within Land Use Bylaw No. 05-2025 to ensure alignment with the amendment to the Lakeside Area Structure Plan in order to facilitate commercial development. The proposed amendment consists of redistricting the lands from Transitional (T) District to General Commercial (GC) District as identified in Bylaw No. 15-2025, Schedule 'A' attached herein.

Communication and Public Engagement: Notice of the proposed amendment was circulated to internal departments, external agencies and adjacent landowners. No comments were received applicable to the amendment under consideration. A Public Hearing was advertised in the newspaper on October 9 and October 16.

Administration presented the proposed Land Use map amendment to Bylaw No. 05-2025 at the September 15, 2025 Governance and Priorities Committee Meeting. There have been no changes to Bylaw No. 15-2025 Land Use Bylaw Map Amendment since first reading was granted by Council at the September 22, 2025 Regular Council Meeting. A Public Hearing was held during the October 27, 2025 Regular Council Meeting.

Council may only consider granting approval to Bylaw No. 15-2025, if the previously presented Bylaw No. 14-2025 is approved.

Options:

1. That Council approve all motions as indicated in the Recommendation above.
2. That Council not approve Bylaw No. 15-2025, a bylaw to amend the Land Use Maps.
3. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

Alignment with Strategic Plan: This item is in alignment with the following strategic area: Governance Excellence. All decisions regarding amendments to the Area Structure Plan should be made to align with the City's higher level Planning Documents, including the Municipal Development Plan. Additionally, City of Lloydminster Bylaws and Policies provide predictability and transparency to residents, businesses, and developers.

Legal Review: Legislative Services has conducted a review of Bylaw No. 15-2025 Land Use Bylaw Map Amendment.

Governance Implications: To allow for the lands identified to be redistricted from Transitional (T) District to General Commercial (GC) District Land Use Map amendments to Bylaw No. 05-2025 are required.

	City of Lloydminster Request for Decision (RFD)
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Budget/Financial Implications: N/A

Environmental Implications: N/A

Report Approval Details

Document Title:	Bylaw No. 15-2025, Land Use Bylaw Map Amendment.docx
Attachments:	- Bylaw No.15-2025, Land Use Bylaw Amendment Bylaw.docx - Location Sketch_Bylaw 15-2025.docx
Final Approval Date:	Oct 20, 2025

This report and all of its attachments were approved and signed as outlined below:

Don Stang

Shannon Rowan

Dion Pollard

BYLAW NO. 15-2025

A BYLAW OF THE CITY OF LLOYDMINSTER IN THE PROVINCES OF ALBERTA AND SASKATCHEWAN TO AMEND BYLAW NO. 05-2025, BEING THE LAND USE BYLAW OF THE CITY OF LLOYDMINSTER

WHEREAS *The Lloydminster Charter* provides authority to City Council to amend bylaws;

NOW THEREFORE the Council of the City of Lloydminster deems it necessary to amend Bylaw No. 05-2025, being the Land Use Bylaw of the City of Lloydminster; and

NOW THEREFORE, the Council of the City of Lloydminster, pursuant to the authority granted in *The Lloydminster Charter*, enacts as follows:

1. SHORT TITLE

1.1. This Bylaw shall be cited as the Land Use Bylaw Amendment.

2. AMENDMENT

2.1. The Land Use Maps, being:

- Figure 3: Land Use District and Overlay Map;
- Part 9, Map 3: Land Use District and Overlay Map;
- Part 9, Map 5: Land Use District and Overlay Map; City Index; and
- Part 9, Map 5: Land Use District and Overlay Map: Section V

to Bylaw No. 05-2025, is hereby amended in the following manner to incorporate the following change as to zone:

All that portion of land containing approximately 2.44 acres (0.986 hectares) outlined in Schedule 'A', and forming part of this Bylaw from:

Transitional (T) District

to

General Commercial (GC) District

3. NUMBER AND GENDER REFERENCES

3.1. All references in this Bylaw will be read with such changes in number and gender as may be appropriate according to whether the reference is to a male or female person, or a corporation or partnership.

4. SEVERABILITY

4.1. Every provision of this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

BYLAW NO. 15-2025

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

INTRODUCED AND READ a first time this 22nd day of September, 2025, A.D.

PUBLIC HEARING held this 27th day of October, 2025, A.D.

READ a second time this ___ day of ____, 20XX, A.D.

READ a third time this ___ day of ____, 20XX, A.D.

Date Signed

MAYOR

Date Signed

CITY CLERK

DRAFT

BYLAW NO. 15-2025

SCHEDULE 'A'

Plan of Proposed Land Use Bylaw Amendment

Part of Lot 4, Block 16, Plan 202 0044 within S.W.¼ Sec.26-Twp.49-Rge.1-W4M



0 250 500
Metres

Subject Lands
Legal Parcel

Existing Building



T - Transitional District to
GC - General Commercial District

Location Sketch



0 250 500
Metres

Subject Lands
Legal Parcel

Existing Building

	City of Lloydminster Request for Decision (RFD)
---	--

Subject Matter: Bylaw No. 16-2025 Traffic Bylaw Amendment – Speed Zone Changes
Department: Community Development Services
Presented By: Andrew DeGruchy
Council Meeting Date: October 27, 2025

Recommendation:

That Council grant first reading to Bylaw No. 16-2025 Traffic Bylaw Amendment – Speed Zone Changes.

Issue: Upgrades and lane configuration changes to 12 Street and 75 Avenue, along with roadway usage changes on these roadways, require speed zone reductions.

Background: Continued development and construction along the 12 Street and 75 Avenue roadways, along with the upcoming installation of enhanced Traffic Control Devices (Lights), have created a requirement to review the current speed zones within the area and bring forward suggested changes.

This review also considers traffic changes in the area, most notably the increased usage of 12 Street connecting traffic from 61 Avenue and 59 Avenue, and the increased usage of 75 Avenue connecting traffic to 29 Street and 34 Street. Both areas have traffic volumes beyond what is reasonable for current speed zones, requiring changes.

This is further supported by several public complaints about the speed and noise associated with this type of traffic. These changes should aid in the reduction of notable issues, plus create stronger enforcement opportunities for our community policing systems.

Bylaw 16-2025, Traffic Bylaw Amendment- Speed Zone Changes, sees the following changes in speed zones, which all adhere to Provincial and Municipal standards:

- reduction of 80km/h zone from 12 Street (600M West of 50 Avenue to 300M West of 75 Avenue) to 60km/h
- reduction of 80km/h zone from 75 Avenue (South City Limits to 150M South of 29 Street) to 60km/h
- location name change of 50 Avenue 60km/h zone, with no speed zone changes.

Options:

1. That Council grant first reading to Bylaw No. 16-2025 Traffic Bylaw Amendment - Speed Zone Changes.
2. That Council request further information and that the item be brought forward to a future Regular Council Meeting for decision.

 LLOYDMINSTER	City of Lloydminster Request for Decision (RFD)
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Alignment with Strategic Plan: This item is in alignment with the following strategic area: Community Safety and Well-Being. Ensuring speed zones align with roadway geometry and traffic patterns to promote traffic and public safety.

Legal Review: N/A

Governance Implications: Bylaw 05-2021 Traffic Bylaw shall be amended; Bylaw 02-2024 Traffic Bylaw Amendment shall be repealed.

Budget/Financial Implications: Minor costs associated with signage change, captured within normal operational budget.

Environmental Implications: N/A

Report Approval Details

Document Title:	Bylaw No. 16 -2025 Traffic Bylaw Amendment .docx
Attachments:	- Bylaw 16-2025 Amending Bylaw to Bylaw No. 05-2021 Traffic Bylaw.docx - Speed Map_80to60kph 3.pdf
Final Approval Date:	Oct 23, 2025

This report and all of its attachments were approved and signed as outlined below:

Tracy Simpson

Shannon Rowan

Dion Pollard

BYLAW NO. 16-2025

A BYLAW OF THE CITY OF LLOYDMINSTER IN THE PROVINCES OF ALBERTA AND SASKATCHEWAN TO AMEND BYLAW NO. 05-2021, BEING THE TRAFFIC BYLAW

WHEREAS *The Lloydminster Charter* provides authority to City Council to amend bylaws;

NOW THEREFORE the Council of the City of Lloydminster deems it necessary to amend Bylaw No. 05-2021; and

NOW THEREFORE, the Council of the City of Lloydminster, pursuant to the authority granted in *The Lloydminster Charter*, enacts as follows:

1. SHORT TITLE

1.1. This Bylaw shall be cited as the Traffic Bylaw Amendment.

2. AMENDMENT

2.1. That Schedule "B" to Bylaw No. 05-2021 Traffic Bylaw be deleted in its entirety and replaced with Schedule "B" as attached hereto.

2.2. NUMBER AND GENDER REFERENCES

2.3. All references in this Bylaw will be read with such changes in number and gender as may be appropriate according to whether the reference is to a male or female person, or a corporation or partnership.

3. SEVERABILITY

3.1. Every provision of this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

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

The following bylaw and all amendments thereto are hereby repealed:

- Bylaw No. 02-2024 Traffic Bylaw Amendment.

INTRODUCED AND READ a first time this ___ day of ____, 20XX, A.D.

READ a second time this ___ day of ____, 20XX, A.D.

READ a third time this ___ day of ____, 20XX, A.D.

Date Signed

MAYOR

Date Signed

CITY CLERK

BYLAW NO. 16-2025

SCHEDULE "B"

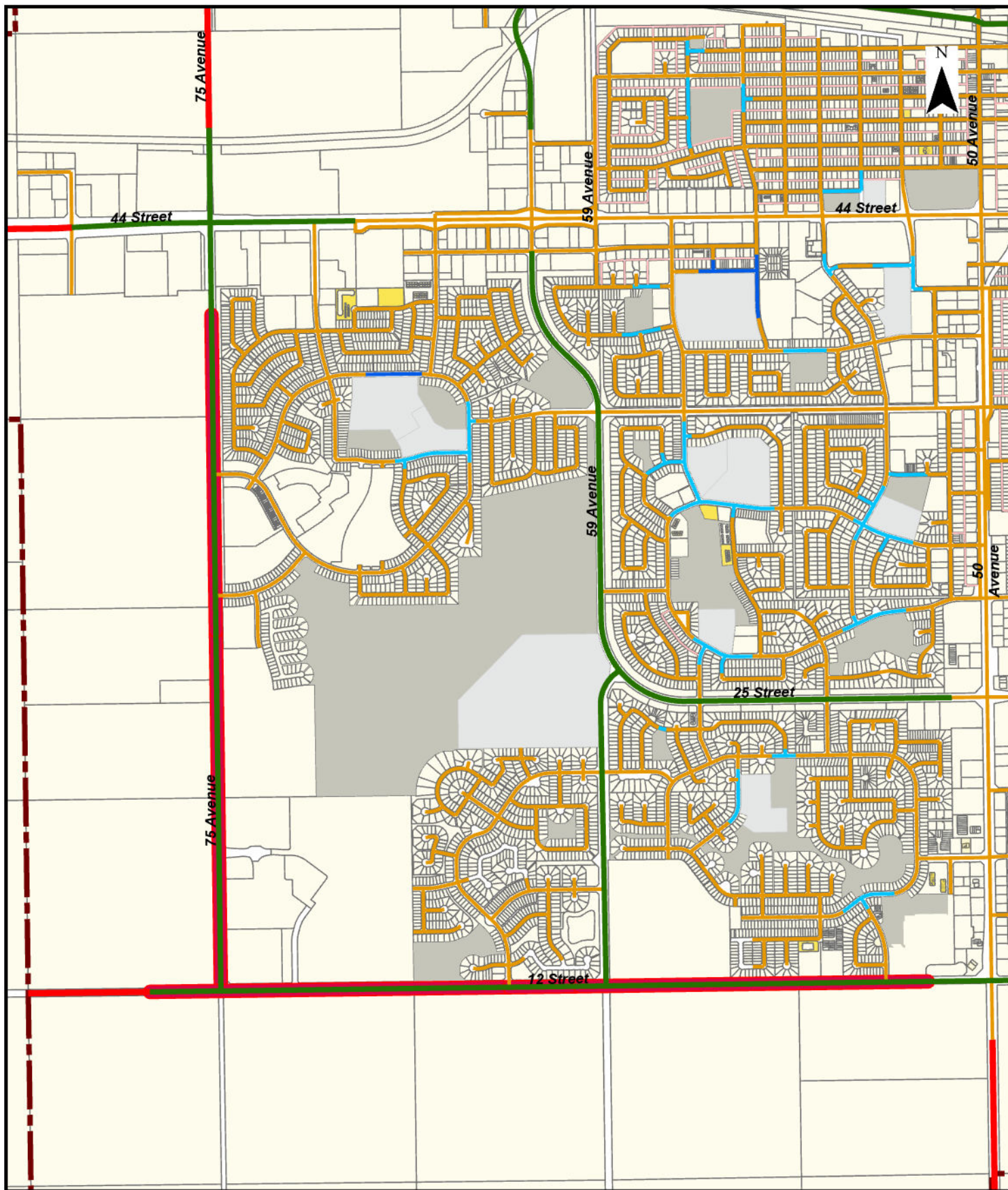
Speeds

- a) Unless otherwise posted by proper signage authorized by City Council, no Person shall operate any Vehicle at a rate of speed greater than:
- i) fifteen (15) kilometres per hour in any parking lot owned by the City of Lloydminster;
 - ii) twenty (20) kilometres per hour in any lane or Alley;
 - iii) thirty (30) kilometres per hour on any Roadway within School Zones and Playground Zones during applicable hours; and
 - iv) fifty (50) kilometres per hour on all other Roadways, unless otherwise identified below.
- b) Notwithstanding Section 5.11, a sixty (60) kilometres per hour Speed Zone shall exist as follows:

	ON	FROM	TO
i)	40 Avenue	150 metres South of 31 Street	125 metres North of 52 Street
ii)	40 Avenue	145 metres North of 67 Street	North City Limits
iii)	50 Avenue	200 Meters North of 56b Street	North City Limits
iv)	59 Avenue	12 Street	36 Street
v)	62 Avenue	36 Street	43 Street
vi)	62 Avenue	60 metres North of 47 Street	67 Street
vii)	75 Avenue	12 Street	400 metres North of 44 Street
viii)	12 Street	100 metres East of 47A Avenue	300 metres West of 75 Avenue
ix)	25 Street	150 metres West of 50 Avenue	59 Avenue
x)	44 Street	100 metres West of 37 Avenue	100 metres East of 45 Avenue
xi)	44 Street	250 metres East of 70 Avenue	West City Limits
xii)	52 Street	40 Avenue	63 Avenue
xiii)	62 Street	130 metres West of 53 Avenue	75 Avenue
xiv)	67 Street	750 metres East of 40 Avenue	40 Avenue
xv)	67 Street	550 metres East of 62 Avenue	62 Avenue
xvi)	67 Street	250 metres East of 50 Avenue	250 metres West of 50 Avenue

- b) Notwithstanding Section 5.11 an eighty (80) kilometers per hour Speed Zone shall exist as follows:

	ON	FROM	TO
i)	40 Avenue	South City Limits	150 metres South of 31 Street
ii)	40 Avenue	125 metres North of 52 Street	145 metres North of 67 Street
iii)	50 Avenue	South City Limits	250 metres South of 12 Street
v)	75 Avenue	400 metres North of 44 Street	North City Limits
vi)	12 Street	East City Limits	100 metres East of 47A Avenue
vii)	12 Street	300 metres West of 75 Avenue	West City Limits
viii)	44 Street	East City Limits	100 metres West of 37 Avenue
ix)	67 Street	40 Avenue	250 metres East of 50 Avenue
x)	67 Street	250 metres West of 50 Avenue	550 metres East of 62 Avenue
xi)	67 Street	62 Avenue	West City Limits



The City of Lloydminster
Alberta / Saskatchewan

Speed in km per hour

- 20
- 30, Playground Zone
- 30, School Zone

- 50
- 60
- 80

- Changed from 80kph to 60kph
- City Limit

Mayor Report for Council Meeting as of October 25, 2025

September 22

- Attend meeting with County of Vermilion River Reeve Baker and CAO Alan Parkin along with City Manager, Dion Pollard
- Attend Regular Council Meeting

September 23

- Attend virtual meeting with Saskatchewan City Mayor's Caucus
- Attend One City One Team Event

September 24

- Attend meeting with Border City Connects, Board Chair Otis Rusling and Administrator Mike Sidoryk
- Attend signing of agreement with Vic Juba Community Theatre
- Travel from Lloydminster to Two Hills
- Attend meeting with AB MP Shannon Stubbs office
- Travel to Andrew
- Attend event with Alberta Hub, Skyways UAV Project Flight

September 25

- Attend and bring greetings at the Economic Partnership iSummit held at the Exhibition Grounds
- Attend Rotary Mixer at Microtel Inn & Suites

September 26

- Attend virtual meeting with SUMA Board of Directors
- Attend meeting of RM of Britannia Council with City Manager, Dion Pollard
- Attend tour of Cenovus Energy Hub in preparation for Grand Opening
- Attend Ride Along with RCMP members

September 27

- Attend the Lion's Club Medieval Feast held in Kitscoty

September 29

- Attend meeting with MLA Garth Rowsell

September 30

- Attend meeting with Onion Lake, Economic Services, Chief Operating Officer, Philip Chief along with City Manager, Dion Pollard

- Attend the Cultural Connections Event held at Weaver Park
- Attend and bring greetings at the National Day of Truth & Reconciliation

October 1

- Attend, bring greetings and participate in the Grand Opening & Ceremonies for the Cenovus Energy Hub
- Various media interviews throughout the event

October 2

- Attend and bring greetings at the National Seniors Lunch & Learn

October 3

- Attend meeting with Director Little Bear Child & Youth Advocacy Centre, Donna Astley-Reed
- Attend Lakeland Rustler's Home Opener BBQ, puck drop & game

October 4

- Attend Lloyd Rescue Squad Gala

October 5

- Attend the Downtown Pumpkin Fest

October 6

- Attend virtual FCM Board Meeting, re: Prairies and Territories Regional Caucus
- Attend meeting with SK Deputy Premier, Honourable Jim Reiter

October 7

- Office work

October 8

- Attend and bring greetings at the Bordering on Disaster Conference held at the Exhibition Grounds
- Attend virtual FCM Board Meeting, re: Municipal Finance, Infrastructure and Transportation Committee
- Attend the Brand Advantage Expo held at Border Inn & Suites
- Attend and participate in the Restoring Civility Panel
- Attend the Open House Event for Fire Prevention Week at Firehall #2

October 9

- Attend virtual meeting with Alberta Counsel re: Infrastructure Funding Request
- Attend meeting with RCMP Inspector Brian Nicholl
- Attend virtual meeting with FCM Board, re: Community Safety and Crime Prevention Committee
- Attend virtual FCM Information Session, Advocacy Days 101
- Attend meeting with RCMP Inspector Brian Nicholl and Acting District Officer for Eastern Alberta District, K Division, Anthony Hanson
- Attend the supper with Kurt and Harvest Crew for the wrap up of the season

October 10

- Attend meeting with Sr. Government Sales Manager of Grainger Canada, Marty Luciw
- Attend lunch at Hemstock with Residents
- Attend tour of Little Bear Child & Youth Advocacy Centre

October 14

- Attend meeting with Lloydminster Concerned Senior Citizens group at Legacy Centre

October 15

- Attend and participate with Grade 4 students from St. Joseph's School with visit and questions held in Council Chambers
- Attend virtual session for Restoring Civility in Municipal Matters hosted by Ombudsman Saskatchewan
- Attend virtual meeting with Kinetic GPO Board

October 16

- Attend virtual session for Restoring Civility in Municipal Matters hosted by Ombudsman Saskatchewan
- Attend Festival held at Lloydminster Exhibition

October 17

- Attend and bring greetings at Flavours and Rolls Restaurant Catering, ribbon cutting ceremony held at new location, Border Inn & Suites

October 20

- Attend Governance and Priorities Committee Meeting
- Attend Youth Council Swearing in Ceremony

October 21

- Attend Signing of Proclamation for Veteran's Week and Poppy Day
- Attend virtual interview with host Evan Bray of 650 CKOM for The Evan Bray Show
- Attend Video Thank You message for the Cenovus Energy Hub Grand Opening

October 22

- Travel from Lloydminster to Regina
- Attend Saskatchewan Throne Speech & Reception

October 23

- Travel from Regina to Edmonton
- Attend Alberta Throne Speech
- Travel from Edmonton to Lloydminster

October 24

- Attend meeting with SUMA Board Members
- Attend meeting with resident Ron Milne
- Attend meeting with George Prudat, SRC
- Attend cheque presentation to Inclusion Lloydminster for the support of CEH Grand Opening Event

October 25

- Attend virtual meeting with University of Saskatchewan Senate
- Attend Lloydminster Gun Show
- Attend the 50th Anniversary Celebration for Thorpe Recovery Centre
- Travel from Lloydminster to Edmonton